Section M
Element No. 13

GOALS
ANALYSIS
Sec. 46a-68-90
Goals Analysis

Under Section 46a-68-90(a) of the Regulations of Connecticut State Agencies, Western Connecticut State University ("WCSU" or "University") has prepared a report on all activity undertaken, including progress made toward those ends, to achieve the hiring, promotion and program goals contained in the University's affirmative action plan. The University's long-standing hiring process whereby search committees, hiring supervisors, and the Chief Diversity Officer (in conjunction with designated representatives of the Human Resources Department) work closely together in the filling of new, open (and/or vacated) positions. This is standard University practice for the filling of all positions. This practice provides the Chief Diversity Officer with the necessary first-hand selection and hiring information that is vital to both Affirmative Action Plan preparation and the Chief Diversity Officer's responsibility to carefully scrutinize the University's hiring activity. Every good faith and affirmative action effort has been made to meet goals. Each goal has been separately addressed as required, and where goals are not met, this section includes the affirmative action involvement as well as search details. The established hiring and selection process at the University is as follows:

The Chief Diversity Officer works with each Hiring Supervisor, Search Committee Chairperson and members of each designated search committee for all hires throughout the hiring process and reviews applications for all positions. When it is determined that goal candidates or other candidates do not meet the qualification requirements for a position, or applicants are not being considered for an interview, extensive communication takes place and the Chief Diversity Officer meets with either (or both) the Search Committee Chairperson and/or Hiring Supervisor and carefully scrutinizes the hiring process, in accordance with the Affirmative Action Regulations and the Chief Diversity Officer's monitoring responsibilities. The agreed upon selection criteria, interview questions and other factors continue to be carefully scrutinized both with the Hiring Supervisor and the Search Committee Chairperson. It is a standard practice that the Chief Diversity Officer (in conjunction with designated representatives of the Human Resources Department), Search Committee Chairperson, and the Hiring Supervisor mutually agree on the applicant/selection criteria, all sets of structured interview questions/alternate interview processes, and a review of the final candidate(s) for a position offer.

This University practice ensures non-discrimination in the application review, all aspects of the structured interview and selection process and the necessary first-hand communication with the Chief Diversity Officer between the hiring supervisor and the Search Committee throughout the hiring process. The University will continue this practice. No hiring takes place until the Chief Diversity Officer (in conjunction with designated representatives of the Human Resources Department) and the Search Committee Chairperson, and Hiring Supervisor carefully review and scrutinize the hiring for each position from beginning to end.

(b) For each job search, the University provided an analysis on the race and gender of:
   (1) the total applicant pool,
   (2) the qualified applicant pool; and
   (3) the applicants interviewed,

(c) If a goal was met, the University will identify the applicant as a goal candidate. No other information will be submitted.

(d) If a goal was not met, the University provides a narrative outlining the University's good faith efforts to achieve that goal by explaining why each goal candidate was eliminated. For each unmet goal, organized by job search, a detailed narrative is prepared and each section discussed about each goal applicant in detail and as a complete course of action during each job search.


**HIRING GOALS**

*Reporting Period - April 1, 2021 – March 31, 2022*

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state fundig cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there was one (1) critical search that was conducted and executed in the Executive/ Administrative/ Managerial occupational category.

**EXECUTIVE/ ADMINISTRATIVE/ MANAGERIAL**

***Goal(s) (5):***  
1 While Female, 1 Black Female, 1 Hispanic Male, 1 AA/ANHPI Male, and 1 AA/ANHPI Female

***Hire(s) (1):***  
1 White Male

**CHIEF OF POLICE, POLICE DEPARTMENT – DIVISION OF STUDENT AFFAIRS**

1 White Male

The University Police is responsible for the safety of the campus community. The department is staffed with one (1) sworn police lieutenant, four (4) sworn police sergeants, seven (7) sworn police officers, and six (6) non-sworn positions.

Please visit the office webpage: https://www.wcsu.edu/police.

**Position Summary:**

The Chief of Police oversees and directs all University police functions. Develops and implements plans and programs for the University Police Department that provide for the protection of people and property while preserving the rights of the campus population; Oversees and coordinates, as appropriate, the enforcement of University policies and regulations with regard to alcohol/drugs, housing, student rights and responsibilities, parking and traffic, etc., while maintaining compliance with State and Federal statutes and regulations; Directs supervision of supervisory staff and indirect supervision of all other Police Department personnel; Takes command at the scene of emergency situations and assists police supervisors in determining proper course of action; Supervises criminal and other police investigations; Plans, develops, and coordinates a Crisis Prevention/Community Relations/Community Policing Program and supervises its activities; Maintains close liaison with local, State and Federal law enforcement agencies on behalf of the University. Maintains close liaison with the University community, including students, faculty, and staff; Performs personnel management including selection, hiring, placement, and discipline of assigned staff, as well as providing for their continued training and development; Engages in activities that will enhance professional growth and performance of job responsibilities through involvement with local, regional, and national affiliations; Compiles, interprets, and distributes statistical and other data related to the campus police services and activities, including State and Federal crime reporting program; Administers the enforcement of parking rules and regulations and develops systems for effective parking and traffic control; and, Coordinates and supervises police arrangements for special events and circumstances.

**Qualifications:**

Bachelor’s degree is required. A minimum of 10 years of progressively more responsible experience in law enforcement (preferably campus law enforcement) with at least six (6) years’ experience as a supervisor of law enforcement officers; Demonstrated familiarity with laws affecting public safety on a university campus and their application to protecting life and property,
while preserving individual constitutional rights; Demonstrated ability to direct the work of police and security personnel and to take on scene command of emergency situations; Considerable knowledge of police investigative procedures including laws of arrest, search and seizure and preservation of evidence. The Chief of Police is a commissioned peace officer and must meet all standards established by the Connecticut Police Officer Standards & Training (POST) Council; Must have the ability to work evenings and weekends and to respond to emergency situations; Will be required to qualify in use of department issued firearms; Must possess knowledge of computer operations in law enforcement, including dispatching operations, as well as Microsoft Office Suite, including Word, Outlook, Excel and Teams. Must possess knowledge of budget operations and management. Excellent interpersonal, oral and written communication skills are required.

APPLICANT BREAKDOWN
Twenty-one (21) applicants applied: 6 White Males, 2 White Females (goal candidates), 1 Black Male, 2 Hispanic Females, 5 Unknown Males, 5 Unknown Females, which constituted the applicant pool for this executive/administrative management search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

One (1) applicant did not have the required education/training [Bachelor’s degree] in the field appropriate to this position: 1 White Male.

Fourteen (14) applicants did not have the required minimum years of professional credentials/police management experience [10 years of experience in law enforcement/campus law enforcement with at least six (6) years’ experience as a supervisor of law enforcement officers; Demonstrated familiarity with laws affecting public safety on a university campus; knowledge of computer operations in law enforcement, including dispatching operations and knowledge of budget operations and management] in the field appropriate to this position: 2 White Females (goal candidates), 1 Black Male (goal candidate), 1 Hispanic Female, 5 Unknown Males, 5 Unknown Females.

Six (6) applicants were extended (virtual) interviews and final (in-person) interviews: 5 White Males and 1 Hispanic Female.

Two (2) applicants withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 1 White Male and 1 Hispanic Female.

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 3 White Males.
In the campus final interview: 1 White Male earned a Bachelor’s of Arts degree in General Studies from Providence College. The White Male has eleven (11) years of management/police experience as a Lieutenant (management command) for the Monroe Police Department (in Monroe, Connecticut) with management of sixty (60) command staff and administrative police personnel, but has no relevant budget/finance management experience. Currently, the White Male served as a Patrol Sergeant for the WCSU Police Department with supervision of four (4) command staff and police personnel. The White Male has served in command positions with the Monroe Police Department from Lieutenant, Support Services Commander, Detective Division Commander, and Administrative Sergeant. The White Male holds certifications as an Emergency Medical Technician, Emergency Vehicle Instructor, Field Training/POSTC Instructional Trainer, Video Examination for Police and as an A.L.I.C.E. Instructor (Active Shooter).

In the campus final interview: 1 White Male earned a Juris Doctorate of Law from Quinnipiac University, Master’s Degree in Business from University of Massachusetts and a Bachelor of Arts in General Studies from University of Connecticut. The White Male has thirty-two (32) years of management/police experience as the Chief of Police (lead-department commander) for the New Canaan Police Department with management of one hundred and eighty (180) command staff and administrative police personnel, across a ten million dollar public budget in the town of New Canaan, Connecticut. The White Male has served in command positions from Captain, Lieutenant, Operations Division Commander, Support Services Commander, and Sergeant, Patrol Division. The White Male holds certifications in FBI Weapons and Tactical Instruction, POSTC Instructional Trainer. Currently, the White Male operates a legal practice as a real estate/business attorney and has active clients with the State of Connecticut.

In the campus final interview: 1 White Male earned a Master’s Degree in Justice Administration at Western Connecticut State University and a Bachelor’s Degree in Criminology at Saint Leo University. The White Male has twenty-six (26) years of management/police experience as a Division Chief, Detective Command for the Adam’s County Sheriff’s Office with management of ten (10) command staff and police personnel, across a one and a half million dollar public budget for the Adams County Sheriff’s Office in Brighton, Colorado. The White Male has served in command positions from Detective Division Commander, Patrol Watch Commander, Taskforce Supervisor and Detective/Officer-In-Charge. The White Male hold certificaitons in Project Stratega Instructor, and Leadership Trainer for Sheriff’s Command Staff-NYSSA, Internal Affairs Investigative Trainer. Earned the Medal of Honor and numerous other honors and awards throughout his career. The White Male has held leadership/management roles, but does not possess the comparable police certification and/or commissioned peace officer status from the Connecticut Police Officer Standards & Training (POST) Council.

In the campus final interview: 1 White Male earned a Bachelor’s of Science degree in Criminal Justice from Post University. The White Male has twenty-five years of management/police experience as a Deputy Chief (second-in-lead commander) for the Bristol Police Department with management of one hundred and forty nine (149) command staff and administrative police personnel, across a sixteen million dollar public budget in the town of Bristol, Connecticut. The White Male has served in command positions from Lieutenant, Captain, Communications Division Commander, Records Division Commander, Community Relations Commander, Internal Affairs Investigator, Public Information Officer, SWAT Operations Commander and Field Training/POSTC Instructional Trainer/Officer. The White Male holds certifications in Special Weapons and Tactics, First Line Supervisor & Critical Incident Management, Internal Affairs Investigations, Video Examination for Police and as an A.L.I.C.E. Instructor (Active Shooter). This search did not meet a hiring goal, but WCSU welcomed the new hire in the Protective Services category.
FACULTY

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state funding cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were four (4) critical searches that were conducted and executed in the Faculty occupational categories.

PROFESSOR

Goal(s) (0): No Hiring Goals set for this classification as it is normally a promotional opportunity.
Hire(s) (0): No Hires Conducted

In this occupational category there were no searches conducted during the reporting period.

ASSOCIATE PROFESSOR

Goal(s) (0): No Hiring Goals set for this classification as it is normally a promotional opportunity.
Hire(s) (0): No Hires Conducted

In this occupational category there were no searches conducted during the reporting period.

ASSISTANT PROFESSOR

Goal(s) (6): 1 White Female, 2 Black Males, 2 Black Females, 1 Hispanic Male
Hire(s) (4): 1 White Male, 1 White Female (goal candidate), 1 AAIANHNPI Male, 1 AAIANHNPI Female

ASSISTANT PROFESSOR – APPLIED BEHAVIOR ANALYSIS
1 White Female (Goal Candidate)

The School of Professional Studies is comprised of four departments: Education & Education Psychology, Health Promotion & Exercise Science, Nursing, and Social Work. Undergraduate degrees are offered in each of these professional fields, as well as Master’s degrees in Nursing and Education & Education Psychology, and Doctoral degrees in Education and Nursing. The Department of Education and Educational Psychology is one of the signature departments at WCSU and offers the following degrees in professional fields: a BS in Elementary Education Interdisciplinary Major, BS in Secondary Education, MS in Education Option in Curriculum, MS in School Counseling, MS in Clinical Mental Health, MS in Applied Behavior Analysis, and an Ed.D. in Instructional Leadership. Programs are accredited by the Council for the Accreditation of Educator Preparation (CAEP), the Council for the Accreditation of Counseling and Related Programs (CACREP) and NEASC.

Please visit the department’s webpage: http://www.wcsu.edu/education/
**Position Summary:**
The successful candidate will be responsible for: teaching courses in the applied behavior analysis program primarily in an online asynchronous format; appropriate service; engagement in scholarly activity including research and grant writing; and collaboration with colleagues to conduct program evaluation, certification/accreditation activities, and advisement of students. Candidate will serve on department, university and program committees. Individual must complete office hours and attend meetings in-person/on campus and will not work remotely.

**Minimum qualifications:**
Doctorate in applied behavior analysis, psychology, special education, or related field, with a concentration in ABA; must be eligible to take the examination for Board Certified Behavior Analyst as stated on the Behavior Analyst Certification Board website (i.e., accrued 1,500-2,000 hours of BCBA-supervised field experience and have met the BCBA coursework requirement). BCBA or BCBA-D must be earned within the first year of employment if credential is not held at time of employment.

**APPLICANT BREAKDOWN**
Twenty five (25) applicants applied: 2 White Males, 12 White Females (goal candidates), 2 AAIANHNPI Males, 5 AAIANHNPI Females, 4 Unknown Females, which constituted the applicant pool for this faculty search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

![Campus Search Applicant Data Table](attachment:image.png)

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During the review of applications, the search committee precluded the following applicants:

Four (4) applicants did not have the required education/training [doctorate in applied behavior analysis, psychology, special education, or related field, with a concentration in ABA] in the field appropriate to this position: 2 White Males, 1 AAIANHNPI Female, 1 Unknown Female

Eight (8) applicants did not have the required minimum to take the examination for Board Certified Behavior Analyst or the accrued 1,500-2,000 hours of BCBA-supervised field experience in the field appropriate to this position: 6 White Females, 1 AAIANHNPI Male, 1 Unknown Female

Thirteen (13) applicants were extended (virtual) interviews: 6 White Females (goal candidates), 1 AAIANHNPI Male, 4 AAIANHNPI Female, 2 Unknown Females.
Eleven (11) applicants were precluded from the search: 4 White Females (goal candidates), 1 AAIANHNPI Male, 4 AAIANHNPI Female, 2 Unknown Females

Two (2) finalists were selected for final (virtual) interviews: 2 White Females (goal candidates). Of the two finalists, 1 White Female was precluded from the campus search.

The selected candidate: 1 White Female (goal candidate) met a hiring goal, and WCSU welcomed the new hire in the Faculty category.

ASSISTANT PROFESSOR – BIOLOGICAL AND ENVIRONMENTAL SCIENCES
1 AAIANHNPI Female

The Macricostas School of Arts & Sciences is home to 13 departments, 21 undergraduate majors, and 5 graduate majors. The Department of Biological & Environmental Sciences is a collegial and supportive department that collaborates on research and teaching endeavors. The department is housed in a modern building with access to state-of-the-art equipment and technology. Resources available to faculty include dedicated research space, tissue culture equipment, animal facility, fluorescent microscopes, molecular equipment, environmental chambers, greenhouse, laundry facility, canoes, and a 33-acre nature preserve. WCSU is located in an urban setting in close proximity to open spaces, farms, and conservation areas, and is well-suited to service-learning opportunities and other creative partnerships. WCSU offers opportunities to support student and faculty research, conference attendance, and professional development. The Department of Biological & Environmental Sciences offers a Bachelor of Arts degree in Biology and a Master of Science degree in Integrative Biological Diversity. Please visit the department’s webpage: https://www.wcsu.edu/biology/.

Position Summary:
The successful candidate will teach biology courses with topics including biodiversity, ecology, and conservation biology. The successful candidate will develop and grow the plant biology curriculum, teaching additional courses and mentoring research projects (undergraduate and graduate) in the candidate’s area of expertise. The successful candidate will also conduct creative (research) activity, provide productive service to the department and university, and engage in professional activity and scholarship. The workload for all full-time faculty members is 12 credits per semester.

Qualifications:
Candidates must have a Ph.D. or equivalent terminal degree in plant biology and post-doctoral research experience. Candidates must be qualified to teach undergraduate courses in general biology and conservation biology. Preference will be given to candidates who have teaching experience and whose teaching pedagogy encourages active learning and critical thinking. The candidate should also have experience mentoring students (undergraduate and graduate) in a plant biology research program. The specific sub-discipline of plant biology expertise is open. Evidence that the candidate has the potential to continue to publish peer-reviewed literature is required. WCSU is particularly interested in applicants who have experience working with students from different backgrounds and a demonstrated commitment to improving access to higher education for first-generation and underrepresented groups.

APPLICANT BREAKDOWN
Forty-two (42) applicants applied: 4 White Males, 9 White Females, 2 Black Males (goal candidates), 2 Hispanic Males (goal candidates), 2 AAIANHNPI Males, 3 AAIANHNPI Females, 12 Unknown Males, 8 Unknown Females, which constituted the applicant pool for this faculty search.
Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant's qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Two (2) applicants did not have the required education/training [Ph.D. in plant biology] in the field appropriate to this position: 1 White Female and 1 Unknown Female

Thirty-three (33) applicants did not have the required [post-doctoral research and/or experience mentoring students (undergraduate and graduate) in a plant biology research program] experience in the field appropriate to this position: 3 White Males, 6 White Females, 2 Black Males (goal candidates), 2 Hispanic Males (goal candidates), 2 AAIANHNPI Males, 1 AAIANHNPI Female, 11 Unknown Males, 6 Unknown Females

Seven (7) applicants were extended (virtual) interviews: 1 White Male, 2 White Females, 2 AAIANHNPI Females, 1 Unknown Male, 1 Unknown Female.

Three (3) applicants, 1 White Male and 2 White Females, were precluded after the virtual search committee interviews due to the insufficient teaching experience in specific plant-related teaching area(s) of invasive plants, medicinal plants, plant-insect interactions, urban landscapes, plant pathology, and sustainable horticulture.

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 1 AAIANHNPI Female, 1 Unknown Male, 1 Unknown Female.

In the campus final interview: 1 AAIANHNPI Female received a PhD in Ecology and Evolutionary Biology from Brown University, where the applicant was also a teaching fellow. The AAIANHNPI Female currently serves as a NOAA Climate & Global Change postdoctoral fellow at Harvard University. The AAIANHNPI Female had teaching experience as an Instructor of record for Plant Mutualism at Wheaton College and Tropical Ecology at Brown University. The AAIANHNPI Female is also a productive scholar with 7 high-quality publications in the last two (2) years, including one (1) year as an undergraduate advisee. Lindsay is an organized, engaging, and interactive teacher. The AAIANHNPI Female teaching demonstration was taught at an appropriate level with clearly communicated objectives, explanations, and illustrations. The AAIANHNPI Female used active learning techniques to enhance/assess student learning and appropriate examples/images of plants on campus to engage students. The AAIANHNPI Female teaching pedagogy is well-aligned for success at WCSU. The AAIANHNPI Female was extended an initial offer to the faculty position, but this applicant declined the offer and was precluded from the faculty search.
In the campus final interview, 1 Unknown Male earned a PhD in Evolution Ecology and Population Biology at Washington University. The Unknown Male was a Postdoctoral Research Associate at University of Zurich, University of Missouri, and George Washington University. Currently, the Unknown Male is an Associate Professor of Biology at New College of Florida. The Unknown Male had an extensive teaching portfolio which includes numerous courses in plant biology and is also a productive researcher, with 7 peer-reviewed publications in the last two (2) years. The Unknown Male had research goals that were unclear during the initial interview and secondary interview. The Unknown Male had developed many different student-driven research projects but the overarching research program is unfocused. The Unknown Male's teaching demonstration was overly complex and not taught at an appropriate level for first-year Biology students. The Unknown Male did not have a plan or desire for developing the plant biology curriculum at WCSU. In fact, the Unknown Male disclosed no interests in developing new courses, and solely a preference to teach classes. The Unknown Male described academic experience as a botanist, but the teaching experience and research interests are all in Ecology. The Unknown Male had limited knowledge of native plants (Florida and Connecticut) that were also factually incorrect at times.

In the campus final interview, 1 Unknown Female earned a MSc in Botany from Universidade de Brasilia (Brazil) and PhD in Systematics and Evolutionary Biology from University College of London (United Kingdom). The Unknown Female was a Postdoctoral research fellow at Universidade de Sao Paulo (Brazil). Currently, the Unknown Female is a Postdoctoral fellow a University of Arkansas (USA). The Unknown Female is a prolific scholar with 16 peer-reviewed publications in the last two (2) years. The Unknown Female lacked formal classroom instructional experience and the teaching demonstration emphasized a lack of formal instructional experience. The 30-minute teaching demonstration did not include active-learning techniques. The lesson plan was organized well with clear learning objectives, but the Unknown Female was not familiar with local flora or explanations required for students. The Unknown Female's research program, as presented, included mathematical modeling with unrelated biological plant-based research.

The selected candidate: 1 AAIAHNPI Female earned a PhD in Plant Biology from University of Georgia. Afterwards, the AAIAHNPI Female served as a Visiting Researcher at Universite de Montepellier (France). The AAIAHNPI Female was a Postdoctoral Fellow and Associate Lecturer at University of Wisconsin – Milwaukee. Currently, the AAIAHNPI Female is a Visiting Assistant Professor at Beloit College, where the AAIAHNPI Female teaches Botany as well as Conservation Biology. The AAIAHNPI Female has formal experience teaching Concepts in Biology at U. Georgia and Plants in Today's World at U. Wisconsin. The AAIAHNPI Female is a productive scholar, with several recent publications and significant contributions to a research grant to U. Wisconsin. The AAIAHNPI Female teaching demonstration started with clear objectives with a clear and organized lecture plan. The AAIAHNPI Female gave an engaging, and highly interactive lecture with “breakout” discussions. The AAIAHNPI Female is a trained botanist with direct experience teaching topics advertised (required) for the position including Biodiversity and Conservation Biology. The AAIAHNPI Female expressed an interest in developing and expanding the plant biology curriculum by teaching additional classes including: Field Botany, Plant-Animal Interactions, Plant Ecology, and Plant Systematics. The AAIAHNPI Female had experience in developing an undergraduate research program (Ecology and evolution of plant pollinator interactions) for undergraduate and graduate students, even pre-health students. The AAIAHNPI Female has experience mentoring undergraduate students in research, even co-authoring a publication (in a top journal Current Biology) with an undergraduate student. The AAIAHNPI Female provided several examples of projects for students in class/lab and research which make use of the nature preserve and greenhouse. The AAIAHNPI Female incorporates quantitative skills (using R and Mathematica) into her teaching (ex. Conservation laboratory) and research. The AAIAHNPI Female research on plant-insect interactions has the potential for collaboration within the department. This search did meet a hiring goal, but WCSU welcomed the new hire in the Faculty category.
ASSISTANT PROFESSOR – HEALTH EDUCATION COORDINATOR
1 White Male

The School of Professional Studies is comprised of four departments: Education & Education Psychology, Health Promotion & Exercise Science, Nursing, and Social Work. Undergraduate degrees are offered in each of these professional fields, as well as Master’s degrees in Human Nutrition, Nursing, Education & Education Psychology, and Doctoral degrees in Education and Nursing. The HPX department currently offers two B.S. degree level programs in Health Promotion Studies and Health Education (PK-12), as well as offering courses to fulfill the University’s Health and Wellness general education competency. HPX is also the home of the Institute for Holistic Health Studies. The B.S. Health Promotion Studies major has options in Allied Health Professions, Community Health, Holistic & Integrative Health, and Fitness and Wellness. Please visit the department’s webpage: www.wcsu.edu/hpx/

Position Summary:
Primary responsibilities will include Coordinator of the Health Education PreK-12 curricular program, teaching major requirement courses in the Health Education pre-K-12 program; health education in the schools for all education majors; health promotion studies courses as needed, and will supervise health education student and teacher placements in the schools. Other responsibilities include: advising students, serving on department, university and community committees, participating in the School of Professional Studies on-going Council for the Accreditation of Educator Preparation (CAEP) accreditation process, participating in the departments on-going Council on Education for Public Health (CEPH) accreditation process, and engaging in professional activities.

Qualifications:
A Master’s degree in Health Education, Health Promotion or related field (PhD is preferred) and experience teaching health in the preK-12 public schools is required. In addition, experience as a supervisor of health education student teaching placements is required. Current Health Teaching Certification is mandatory but can be from any state. Priority will be given to candidates with: knowledge in both School and Community (Public) Health disciplines and experience in edTPA (Teacher Performance Assessment) implementation. Candidates with documented teaching experience at a four-year university/college and experience in curriculum development and instructional technology are preferred. WCSU is particularly interested in applicants who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for first generation and under-represented groups.

APPLICANT BREAKDOWN
Twenty-one (21) applicants applied: 4 White Males, 8 White Females, 1 Hispanic Male (goal candidate), 2 AA/AN/NPI Males, 1 AA/AN/NPI Female, 2 Unknown Males, 3 Unknown Females, which constituted the applicant pool for this faculty search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.
### Campus Search Applicant Data

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During the review of applications, the search committee precluded the following applicants:

Three (3) applicants did not have the required education/training [A Master’s degree in Health Education, Health Promotion or related field and experience as a supervisor of health education student teaching placements] implementation in the field appropriate to this position: 1 White Female, 1 Hispanic Male (goal candidate), 1 AAIAHNIPI Male

Fifteen (15) applicants did not have the required minimum professional credential/experience [Current Health Teaching Certification with knowledge in both School and Community (Public) Health disciplines and experience in edTPA (Teacher Performance Assessment)] implementation in the field appropriate to this position: 3 White Males, 7 White Females, 1 AAIAHNIPI Male, 1 AAIAHNIPI Female, 2 Unknown Males, 1 Unknown Female.

Three (3) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Male, 2 Unknown Females.

Of the three (3) finalists: two (2) applicant(s) were precluded from the search: 2 Unknown Females.

In the campus final interview: 1 Unknown Female earned a PhD in Health Education from Southern Illinois University. The Unknown Female possesses three (3) years of professional experience in community health education. The Unknown Female has a professional background in athletic training and community health education. The Unknown Female has taught undergraduate and graduate courses in primarily athletic training, with some experience in health promotion. The Unknown Female has been involved in community programming through a faith-based physical activity program with her personal church congregation. The Unknown Female has taught with a very diverse student body and has extensive background in studying health disparities. The Unknown Female conducted a teaching demonstration with the HPX 470 “Health Program Implementation and Evaluation” course. While students rated her teaching demonstration highly, the Unknown Female was rated the lowest of the three candidates by the students. The Unknown Female discussed the PRECEDE-PROCEED Model of program planning and had the students develop a program using the model for a mock community. The Unknown Female has moderate teaching experience with the majority through Athletic Training, and all but one class that was taught had been online. The Unknown Female teaching experience in health promotion has been primarily at the doctoral level and entirely online. The Unknown Female has worked with student interns within an athletic training environment. The Unknown Female has a history of grant funding, but has only produced one publication with these projects.

In the campus final interview: 1 Unknown Female earned a Master’s Degree in Public Health from John’s Hopkins and ABD from University of Michigan School of Public Health (with an expected PhD completion by early summer 2022) and possesses four (4) years of community health
experience. The Unknown Female talked about her experience teaching theory-based program planning at University of Michigan, and discussed at length her ability to make connections with the community and her desire to continue her community-based research as a faculty member at WCSU. The Unknown Female conducted a teaching demonstration with the HPX 470 “Health Program Implementation and Evaluation” course discussing the Social Ecological Model and used her experiences building programs to prevent HIV among sex workers in India as examples. The Unknown Female engaged the students in the presentation. The Unknown Female has aspirations of getting students involved with community-based projects and understands the role of diversity in the classroom as discussed at length. The Unknown Female doesn’t have extensive teaching experience, and demonstrated a straight focus on research (no desire to hold a teaching load).

In the campus final interview: 1 White Male earned an EdD from Teachers College Columbia University and possessed over ten (10) years of community health experience as the Director of Wellness at Norwalk Community College. The White Male had extensive teaching, advising, and community-based experience, has taught at the graduate and undergraduate levels, and has ten (10) years of teaching experience at various academic institutions. The White Male has extensive academic research in exercise science and has an interest in developing curriculum to expand the department curriculum/programming in this area. The White Male presented excellent ideas for getting students involved in on-going research projects, in program recruitment, and in connecting our WCSU students and program with the American College of Sports Medicine, particularly the New England Chapter. The candidate’s community health experience that would enable the candidate to teach core classes in the Masters in Nutrition program as well; being able to teach in the core, fitness and wellness, and graduate program as a versatile faculty member. The White Male conducted a teaching demonstration with the HPX 270 “Application of Health Promotion Theories” course. The teaching demonstration was excellent and students rated his teaching the highest of the candidates. The White Male discussed the Social Ecological Model and presented a case study for WCSU students to develop a program using this model, which got the WCSU students involved in the presentation. The White Male has an extensive background in research, publications and leadership in professional organizations (American College of Sports Medicine). The White Males has experience working with student interns in public health from Boston University. The White Male has extensive experience working with students from diverse backgrounds, including first generation college students, through his work at Norwalk Community College and at Teachers College Columbia University. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Faculty category.

ASSISTANT PROFESSOR – SOCIAL WORK (FIELD COORDINATOR)
1 AAANHPNI Male

The School of Professional Studies is comprised of four departments: Education & Education Psychology, Health Promotion & Exercise Science, Nursing, and Social Work. Undergraduate degrees are offered in each of these professional fields, as well as Master’s degrees in Nursing and Education & Education Psychology, and Doctoral degrees in Education and Nursing. The Department of Social Work provides a high quality, CSWE-accredited, baccalaureate education that prepares well informed, culturally sensitive, competent, generalist social workers, who will provide services that promote and strengthen the wellbeing of individuals, families, groups, organizations, and communities, and that are consistent with the values and ethics of the profession.

Please visit the department’s webpage:  www.wcsu.edu/sw.

Position Summary:
The successful candidate will serve as Field Coordinator and teach one or two courses per semester, provide academic advising, service to the department, university, and profession, engage in scholarly research leading to publication, engage in professional activities, participate
in BSW curriculum development, maintain and advance CSWE Standards of Accreditation. The position requires some compensated summer field coordination work.

**Qualifications:**
Candidates must possess a MSW from an accredited college or university. Candidates must have a minimum of five (5) years post-MSW macro social work practice which may include policy work, community organizing, non-profit management or social welfare work. College or university teaching experience or field liaison work in a social work program is preferred. Candidates must have experience working with BIPOC and disenfranchised populations. Familiarity with the Connecticut and New York regions' social work and human service organizations and practice experience as a field instructor is preferred. Additional valued qualifications include strong communication and organizational skills, ability to manage database software, a commitment to supporting and further developing a vibrant and responsive field education component, and a commitment to classroom teaching, student advisement, and working in a collaborative, collegial department. WCSU is particularly interested in applicants who have experience working with students from diverse backgrounds and a demonstrated commitment to improving access to higher education for first generation and under-represented groups.

**APPLICANT BREAKDOWN**
Nine (9) applicants applied: 1 White Female, 2 Hispanic Female, 1 AA/AAN/NPI Male, 1 AA/AAN/NPI Female, 2 Unknown Male, 2 Unknown Female, which constituted the applicant pool for this faculty search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

One (1) applicants did not have the required education/training [a MSW from an accredited college or university] in the field appropriate to this position: 1 Hispanic Female

Four (4) applicants did not have the required minimum professional experience [five (5) years post-MSW macro social work practice which may include policy work, community organizing, non-profit management or social welfare work. Experience working with BIPOC and disenfranchised populations] in the field appropriate to this position: 1 White Female, 1 Hispanic Female, and 2 Unknown Males

Four (4) applicants were extended (virtual) interviews and final (in-person) interviews: 1 AA/AAN/NPI Male, 1 AA/AAN/NPI Female, and 2 Unknown Females
Two (2) applicants withdrew their finalist candidacy from this faculty search due to accepted offer(s) of employment: 2 Unknown Females.

Of the two (2) finalists: one (1) applicant was precluded from the search: 1 AAJANHNPI Female.

In the campus final interview: 1 AAJANHNPI Female earned a Ph.D. from the University of Chicago, Masters degree in Social Administration and Social Policy and possesses three (3) years of professional experience as the Coordinator of Academic Development and Collaboration for the University of Indonesia for social work research institute. The AAJANHNPI Female possesses six (6) of academic teaching experience in Sociology and Social Intervention Strategy at the University of Indonesia. The AAJANHNPI Female has research interests in Local Government Autonomy, Ethics and Development, and Analyzing Human Service Organizations. The AAJANHNPI Female has very minimal experience working with BIPOC and disenfranchised populations. The AAJANHNPI Male has not worked as a Field Coordinator.

In the campus final interview: 1 AAJANHNPI Male earned a MSW from the University of Connecticut and possesses ten (10) years of professional experience as the Director of Operations for the Welcome 2 Reality psycho-educational program for youth education. The AAJANHNPI Male possesses eight (8) of academic teaching experience in Racial Justice and Sociology from Manchester Community College, Wesleyan University and the University of Bridgeport. The AAJANHNPI Male has research interests in Media Literacy and holds certifications in Seminar In Field Instruction (SIFI), Mandated State Reporting of Child Abuse and Neglect, and Referee and Umpire of High School Athletics. The AAJANHNPI Male has extensive teaching and management experience working with BIPOC and disenfranchised populations. The AAJANHNPI Male has worked as a Field Coordinator with the Department of Children and Families in the Connecticut regions' and practical experience as a field instructor. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Faculty category.

**INSTRUCTOR**

Goal(s) (2): 1 White Male, 1 Black Male

Hire(s) (0): No hires conducted

In this occupational category there were no searches conducted during the reporting period.
PROFESSIONAL NON-FACULTY

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state funding cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were eleven (11) critical searches that were conducted and executed in the Faculty occupational categories.

Goal(s) (9): 1 Black Male, 7 Black Females, 1 AA/IANHNPI Female
Hire(s) (11): 5 White Males, 4 White Females, 1 AA/IANHNPI Male, 1 AA/IANHNPI Female (goal candidate)

PRIDE CENTER/DEPUTY TITLE IX COORDINATOR – OFFICE OF DIVERSITY AND EQUITY
1 White Male

Under the supervision of the Chief Diversity Officer (CDO)/Title IX Coordinator for the WCSU Office of Diversity and Equity, the incumbent will work on university-related programs and services for the WCSU PRIDE Center and Title IX collaboration.

Please visit the office webpage: https://www.wcsu.edu/pridecenter/

Position Summary:
The incumbent will provide assistance to the Chief Diversity Officer with program evaluation of university policies and procedures, proposal development, program planning and conflict resolution initiatives. The incumbent will perform the following listed duties: Serves as the primary contact of the WCSU Pride Center, including the client waiting area; leads efforts to modify the office procedures and/or physical space to promote student/university productivity, event programming, participant safety and confidentiality; provides case management/support, office supervision, technical assistance and training opportunities for the WCSU Pride Center for outreach student employees/peer educators, student interns and community volunteers; maintains a catalog and assignment schedule for student employees/peer educators, student interns and community volunteers in conjunction with a library/resource allocation of the WCSU Pride Center; manages services for client intakes and assessments to provide individuals with short and long-term health/local navigation and supportive counseling using low-threshold, non-judgmental, and culturally relevant methodologies; modifies both documentation tools and reporting systems to ensure audit-worthy records of service provision; supervises student employees and volunteers on both community-based and university outreach activities related to the WCSU Pride Center; leads monthly quality assurance activities including complaint/program assessments, oversight documentation, outreach data collection, and program goals for the WCSU Pride Center and Title IX initiatives; network, establish and maintain treatment and referral resources within a collaboration with other university office(s) and local community-based organizations, external meetings and planning groups; visits agencies and attends appropriate local meetings, on behalf of the Chief Diversity Officer/Title IX Coordinator, to represent and present on university/program activities and/or to seek out current information about education on health care/safety prevention, program/event planning, and program counseling; develops marketing and promotional materials to be used both internally and externally to promote university services.

Under the supervision of the Chief Diversity Officer, the incumbent works collaboratively to ensure smooth transition of services, clients and operational protocol, as well as on all Title IX
compliance/investigative actions; and provides intake assessments on all Title IX investigations and use/maintenance of the university implemented Symplicity® database.

Qualifications:
Bachelor’s degree in public health, social work or mental health related field is preferred - relevant experience may be substituted for degree. Four (4) years of supervisory experience. Knowledge of Title IX regulations and provisions, managing staff and students in a harm reduction/prevention setting is desired. Must be familiar with High Impact Prevention and other LGBTQ health care service provisions. Must be organized, self-motivated, and committed to working in a diverse LGBTQ environment. Must be familiar with and believe in a harm reduction philosophy. Must possess leadership skills as well as the ability to work well in a diverse team environment. The ability to communicate and present to the public effectively both verbally and in writing is required. A valid driver license is required.

APPLICANT BREAKDOWN
Twenty-six (26) applicants applied: 7 White Males, 4 White Females, 1 Black Male (goal candidate), 3 Hispanic Males, 3 Hispanic Females, 1 AAIAHNPI Male, 5 Unknown Males, 2 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Twenty (20) applicants did not have the required minimum years of supervisory/professional experience [Four (4) years of supervisory experience and knowledge of Title IX regulations and provisions, managing staff and students in a harm reduction/prevention setting. Experience in High Impact Prevention and other LGBTQ health care service provisions] in the field appropriate to this position: 6 White Males, 1 Black Male (goal candidate), 3 Hispanic Males, 3 Hispanic Females, 1 AAIAHNPI Male, 5 Unknown Males, 1 Unknown Female

Six (6) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Male, 4 White Females, 1 Unknown Female

Three (3) applicants withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 2 White Females and 1 Unknown Female.

Two (2) applicants withdrew their finalist candidacy from this administrative search due to accepted offer(s) of employment: 2 White Females.
In the campus final interview: I White Male earned a Master’s degree in Higher Education Administration from Post University, a Bachelor’s degree in Science (Music Education) from Western Connecticut State University and possesses eight (8) years of professional student affairs experience in Housing and Residence Life positions at Mitchell College. Long Island University and Post University as well as serving as one (1) year serving as a SAFE-OUT Post Coordinator for LGBTQ+ student support and advocacy at Long Island University. The White Male possesses supervisory experience working with BIPOC and disenfranchised student populations. The White Male has worked as a Deputy Title IX Coordinator for practical experience at Post University. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

**DIRECTOR OF FINANCIAL PLANNING & BUDGETS – DIVISION OF FINANCE & ADMINISTRATION**
I AAIANHNPI Male

Reporting to the Chief Financial Officer (CFO), the Director of Financial Planning and Budgets is responsible for developing short- and long-term financial plans in support of the University’s strategic goals and objectives.

Please visit the office webpage: [https://www.wcsu.edu/financeadmin/services/budgets/](https://www.wcsu.edu/financeadmin/services/budgets/)

**Position Summary:**
Develops, maintains, and communicates these protocols, procedures, and forms used by departments. Devises and implements a consensus building approach to the review, modification, and acceptance of a department’s budget plan in conjunction with the strategic plan; through monitoring of financial, operational, and capital reports and activity indicators, the director continuously apprises senior management on the organization’s actual and projected performance versus budget and alerts them to potential challenges and opportunities; solicits, compiles, and analyzes all operating budget requests annually and summarizes requests in formats developed in conjunction with the CFO that aid the University Planning & Budget Committee (UPBC) and senior administration in their understanding of the budget requests. Along with the CFO, provides supporting materials and analysis as needed to the UPBC in its role of hearing annual budget request presentations from selected leaders at WCSU; ensures financial responsibility over expenses by maintaining approved budgets in the financial systems. Monitors the University’s actual expenditures versus budget and routinely issues performance reports to department heads and senior management. Develops projections versus plan; actively analyzes variances to determine the underlying causes and makes recommendations for corrective actions. Works regularly with department managers in a consulting role to support budget management.

Under the general direction of the CFO and with the facilities team, prepares the University’s annual spending plan, five-year proforma, and long-term capital budget in accordance with CSCU guidelines and policies. Participates in the development of the University’s biennial capital budget and financial aspects of the five-year facilities plan. For the capital budget overall and for each project, maintains and monitors actual results versus plans and projections versus plans. Issues regular performance reports with analysis. Provides detailed supporting documentation for all plan line items. Attends CSCU system-wide hearings in support of the University’s budget submissions as requested.

Performs financial analysis and modeling for potential capital projects including debt service modeling. Oversees capital funding plan and execution and bond covenant compliance for all debt; coordinates the development of the financial components of deferred and scheduled maintenance plans and incorporates into long-term University plans; develops and/or updates specific University budgeting policies and procedures for the approval of the CFO. Communicates policies and
procedures to the University community via departmental workshops and individual training sessions. Assists the University community in fulfilling their stewardship role for the resources of the organization; oversees all allocations and transfers of bonded funds to ensure proper budgetary disposition; reviews all budgetary requests initiated during the fiscal year and makes recommendations for approval or rejection. Recommends funding transfers to the Chief Financial Officer as needed for budgetary control.

Assists departments in creating business plans for new program initiatives. Provides input on program pricing strategies to achieve financial viability. Provides cost/volume/profit analysis to identify break-even points and cost behaviors for operating units and auxiliary operations (conferences, institutes, etc.); supervises the budget analyst. Organizes operating activities and assigns workload. Promotes professional and educational growth opportunities. Performs performance reviews to apprise staff of progress and areas for improvement; participates as a member of the finance team in the evaluation, acquisition, implementation and evolution of financial information systems. Monitors and assesses the financial system and reporting needs of the finance group and University community relative to the budget function. Recommends and develops new or modified reports. Works to obtain maximum benefits from existing software opportunities, report writer capabilities and data extraction/import across applications for budget purposes; serves on University committees as requested to provide financial planning and support.

Qualifications:
Bachelor’s degree in accounting, finance or related business field is required. A Certified Public Accountant (CPA), Certified Management Accountant (CMA), Masters of Business Administration (MBA) or Master’s degree in accounting/finance/public administration is required. A minimum of five (5) years of experience that is directly related and progressively responsible is required. Microsoft Office, including Word, Excel, PowerPoint, and Outlook are required. Excellent analytical, interpersonal, written and verbal communication skills are necessary to accomplish the responsibilities of the position are required. Preferred experience includes: Preparation of operating and capital budgets; Development of budget policies and procedures; cost accounting and program pricing; Financial projections and modeling; extensive data extraction, import, and analysis; ability to interact with senior level management; finance experience in higher education or other non-profit organization; working in a public accounting firm; and participation and support with strategic planning processes.

APPLICANT BREAKDOWN
Twenty-eight (28) applicants applied: 4 White Males, 3 White Females, 2 Black Females (goal candidates), 1 Hispanic Female, 2 AA/AN/HNPI Males, 2 AA/AN/HNPI Females (goal candidates), 9 Unknown Males, 5 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Two (2) applicants did not have the required education/training [Certificatin as a Public Accountant (CPA), Certified Management Accountant (CMA), Masters of Business Administration (MBA) or Master’s degree in accounting/finance/public administration] in the field appropriate to this position: 1 Unknown Male and 1 Unknown Female

Nineteen (19) applicants did not have the required minimum years of professional experience [Five (5) years of experience directly related and progressively responsible with accounting for: preparation of operating and capital budgets; development of budget policies and procedures; cost accounting and program pricing; financial projections and modeling; extensive data extraction, import, and analysis; finance experience in higher education or other non-profit organization; working in a public accounting firm; and participation and support with strategic planning processes] in the field appropriate to this position: 2 White Males, 1 White Female, 2 Black Females (goal candidates), 1 AAIANHNPI Male, 2 AAIANHNPI Females (goal candidates), 7 Unknown Males, 4 Unknown Females

Seven (7) applicants were extended (virtual) interviews and final (in-person) interviews: 2 White Males, 2 White Females, 1 Hispanic Female, 1 AAIANHNPI Male and 1 Unknown Male

Four (4) applicants withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 2 White Females, 1 Hispanic Female and 1 Unknown Male.

Of the three (3) finalists: two (2) applicant(s) were precluded from the search: 2 White Males.

In the campus final interview: 1 White Male earned a Master’s degree in Business Administration from the University of Tennessee, a Bachelor’s degree in History from the University of Virginia, but does not hold a certification as a Public Accountant. The White Male serves as the Director of Finance and Facilities at Mid-State Technical College in Wisconsin. The White Male professional experience includes leadership of the finance team and working on budgeting, planning & analysis, accounts receivable, and accounts payable. The White Male has experience with small operational and capital budgeting, and working with minimal allocation of investment trust funds for retiree benefits. The White Male has a strong background in collaborative work with those that do not understand finance and has the ability to forecast plan models that was well received by the state board. The White Male has experience utilizing MS Excel for the extraction of data for analytical reporting, but struggled with examples of data mining.

In the campus final interview: 1 White Male earned a Master’s degree in Business Administration from Babson College, a Bachelor’s degree Accounting from Bentley University, and holds an active Certification as a Public Accountant in the State of Connecticut. The White Male serves as on the Board of Directors at Community Dispute Settlement Center as an Executive Committee Member and Treasurer. The White Male professional experience includes oversight of large divisional budgets, development of a 5-year strategic plan that included growth strategy, key performance indications, marketing plan as well as risk management procedures. The White Male has restructured, documented and maintained financial policies, procedures and systems to ensure the accuracy of reporting and analysis of financial data. The White Male also has worked as the
Manger of Financial Operations/Controller of Financial Reporting at a private accounting firm where he managed cash flow in collaboration with university debt management and capital funding needs, reengineered compliance systems while managing a diverse and inclusive team of accountants. The White Male has experience utilizing MS Excel, including the use of pivot tables & v-lookup to analyze and report on data. The White Male is also experienced in data mining using several tools to extract, analyze and report on data. The White Male provided demonstrated examples of flexibility in scheduling and being collaborative, building common goals with colleagues, and ensuring projections on the operational side of strategic planning. The White Male has minimal public accounting experience in developing of budget policies and procedures as well as cost accounting and program pricing.

In the campus final interview: 1 AAIAHNP1 Male earned a Master’s degree in Technology Management from the University of Bridgeport, Bachelor’s degree in Economics from Yang-En University in Fajian, China and holds an active Certification as a Public Accountant in the State of Connecticut. The AAIAHNP1 Male serves as the Budget Director/Senior Financial Reporting Accountant at University of Bridgeport. The AAIAHNP1 Male has ten (10) years of professional/work experience developing annual budgets using historical budget and actual data, compiling financial statements for seventy-five (75) academic programs and ten (10) clinical programs that represent over seventy million in gross revenue at the University of Bridgeport. The AAIAHNP1 Male developed financial models for what-if analysis at multiple enrollment, investment and expense initiative assumptions. As an IT Reporting Analyst, the AAIAHNP1 Male has been able to identify growth opportunities, improve retention rates and assisted with the reconciliation of various accounting functions through report writing and predictive modeling. The AAIAHNP1 Male has experience using MS Excel, including the use of pivot tables & what-if analysis to analyze and report on data. The AAIAHNP1 Male also utilizes other intelligence software tools to develop analytical reports, develop budget procedures; cost accounting analysis and program pricing tools. The AAIAHNP1 Male provided demonstrated examples of flexibility in scheduling and having a data-driven approach while involving key stakeholders in the decision making process. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

**DIRECTOR, OFFICE OF HEALTH SERVICES – DIVISION OF STUDENT AFFAIRS**

1 White Female

The Director reports directly to the Dean of Student Affairs and has overall responsibility for the University’s on-campus, ambulatory care clinic. This position oversees medical care to the student population and provides administrative supervision to clinic staff members. The Director develops and implements educational and outreach programs related to health education, wellness maintenance, and disease prevention. Additional responsibilities include development, evaluation, and recommendation of programs, activities, policies, procedures, and staffing.

Please visit the office webpage: [https://www.wcsu.edu/healthservices/](https://www.wcsu.edu/healthservices/)

**Position Summary:**
Performs comprehensive physical assessment of students in order to address health care concerns and to identify actual or potential health problems; Responsible for directing the medical care of students at the University and serves as the primary contact liaison with the student’s physician(s) and families; Responsible for the administration and supervision of staff within Health Services; Initiates and interprets laboratory and other diagnostic tests; initiates appropriate treatment based upon results; Clinical records and reports, including maintaining proper clinical records and reports, using problem-oriented medical records; responsible for the security of confidential health records; and supervision of completion of CT State Department of Public Health Annual Immunization Survey; Independently prescribes, dispenses, or administers appropriate medication, corrective
measures, and medical therapeutics; Refers students with medical emergencies to the emergency department or Urgent Care, as indicated by acuity; Serves as a clinical consultant for Health Service nurse(s); Reviews and updates standard operating procedures for nursing personnel; Develops, administers, and conducts health education outreach services, collaborating with other departments as needed; Maintains department budget and purchases needed equipment and medications for overall coverage and efficient operation of Health Services; Responsible for ongoing review and recommendation for updating clinical protocols and procedures; Serves on the University’s emergency management team to evaluate health-related emergency situations and develops effective university-wide courses of action; Serves as a liaison with community agencies, STD clinic, visiting nurses and the Department of Public Health, etc.

Qualifications:
Master of Science in Nursing (MSN) degree is required, as is a current license as an Advanced Practice Registered Nurse issued by the Connecticut Department of Public Health. Prior to date of hire, applicant must have received approval to practice independently by the CT Department of Public Health per the CT General Statutes. Must possess the ability to interact effectively with others; interest in and ability to relate to college students; as well as have ability to work autonomously as well as in collaboration with other members of the health care team within the University Health Service; Excellent written and verbal communication skills. Experience with electronic health record systems, such as Medicat. Experience with Microsoft Office Suite, including Outlook, Word and Excel.

APPLICANT BREAKDOWN
Five (5) applicants applied: 3 White Females and 2 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

One (1) applicants did not have the required education/training [Master of Science in Nursing (MSN) degree.] in the field appropriate to this position: 1 Unknown Female

Two (2) applicants did not have the required minimum years of professional credentials/experience [A current license as an Advanced Practice Registered Nurse issued by the Connecticut Department of Public Health. Prior to date of hire, must have received approval to practice independently by the CT Department of Public Health per the CT General Statutes Experience with electronic health
Two (2) applicants were extended (virtual) interviews and final (in-person) interviews: 2 White Females.

Of the two (2) finalists: one (1) applicant(s) were precluded from the search: 1 White Female.

In the campus final interview: 1 White Female earned a Master’s degree in Nursing Sciences and a Bachelor’s degree in School Health Education from Southern Connecticut State University. The White Female holds nursing certifications as a Family Nurse Practitioner and as a Registered Nurse. The White Female has served for eight (8) years as a Clinical Nurse Supervisor and has held two prior positions for twelve years (12) as a APRN and a Clinical Nursing Coordinator for the Department of Children and Families (“DCF”) in Bridgeport, Connecticut. The White Female has certification and able to manage electronic health records, but does not have experience working with Medicat. The White Female does not possess any administrative experience in working with the State Department of Public Health Annual Immunization Survey, managing a university/health office or organize/manager the development, administration or organization of health education outreach services.

In the campus final interview: 1 White Female earned a Master’s degree in Nursing from Western Connecticut State University, Bachelor’s degree in Nursing from Fairfield University, nursing certifications as an APRN and Gerontology Nurse Practitioner. The White Female has served for eight (8) years as a Registered Nurse in Danbury Hospital. Danbury, Connecticut, for three (3) years as an Advanced Practice Registered Nurse (APRN) with Community Health Associates, in Newtown, Connecticut and as Advanced Practice Registered Nurse (APRN) with Griffin Faculty Physicians in Naugatuck, Connecticut. The White Female has certification and able to manage electronic health records, including the use of Medicat. The White Female does possess administrative experience in the management and completion of a CT State Department of Public Health Annual Immunization Survey, has managed a health office and one (1) year of experience organizing/managing the development, administration and organization of health education outreach services at Community Health Associates. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

ASSISTANT PAYROLL COORDINATOR – OFFICE OF FISCAL AFFIARS
1 White Male

Reporting to the Payroll Coordinator, the Assistant Payroll Coordinator provides staff training and assists with all aspects of the Payroll Department.

Please visit the office webpage: https://www.wcsu.edu/financeadmin/fiscal-affairs-parent/

Position Summary:
This includes verifying and correcting input/output data and the detailed review of self-service timesheets; assists with running and checking the processes required to electronically transmit the University’s payroll to Central Payroll at the State Comptroller’s Office; develops and guides staff procedures to ensure the accurate and efficient calculation and recording of part-time payroll; shift and overtime differentials; requests for compensation for activities and grant payments; retirement, retroactive and other non-regular pay; tax shelter, credit union, health and other deductions; workers’ compensation claims; longevity and the benefits billing process; interprets six (6) separate bargaining unit contracts and Management & Confidential policies; accesses the Payroll and Human Resources modules using database query languages to generate ad hoc reports and extracts personal service information for University reporting and management requirements; collaborates
closely with the University's Human Resource Department, fiscal officers, various State agencies
and the Board of Regents; recommends and helps develop improvements to optimize payroll
services to the campus; responsible for ongoing interpretation of policy, creates procedures,
processes monthly accrual, and maintains sick leave balances for University Assistants and Student
Employees as it relates to Public act 11-52; responsible for accurately interpreting
financial/accounting transactions as it relates to payroll for the purpose of reclassifying various
payroll accounts; reconciles Core and Banner payroll systems; reconciles the financial feed journal
entry; and researches and reclassifies suspense account; prepares check cancellations, petty cash
requests, direct deposit stops, lost check requests and FICA adjustment requests as needed.

Qualifications:
Bachelor's degree in accounting, finance or business administration is required. Three (3) years
progressive experience in Payroll with a minimum of three (3) years of progressively more
responsible experience in the development and implementation of effective computerized payroll,
fiscal and administrative systems. State payroll experience is preferred but not required. Must
possess the ability to prepare and interpret analytical reports using tools such as Microsoft Office
Excel and other PC-based reporting packages. Experience with Microsoft Office Suite, including
Outlook, Word and Excel is required. Must possess excellent communication and interpersonal
skills. Must be eligible to work in the U.S. as sponsorship for a work visa will not be provided for
this position.

APPLICANT BREAKDOWN
Twenty-one (21) applicants applied: 2 White Males, 6 White Females, 2 Hispanic Females, 1
AAIANHNPI Female (goal candidate), 1 Unknown Male, 9 Unknown Females, which constituted
the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for
proper consideration. Application materials included a cover letter outlining the applicant's
qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses
and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Twelve (10) applicants did not have the required education/training [Bachelor's degree in
accounting, finance or business administration] in the field appropriate to this position: 1 White
Male, 2 White Females, 1 Hispanic Female, 1 AAIANHNPI Female (goal candidate), 1 Unknown
Male, 4 Unknown Females

Seven (7) applicants did not have the required minimum years of professional experience [three (3)
years progressive experience in Payroll with a minimum of three (3) years of progressively more
responsible experience in the development and implementation of effective computerized payroll,
fiscal and administrative systems. Must possess the ability to prepare and interpret analytical
reports using tools such as Microsoft Office Excel, Office Suite, Outlook, Word and other PC-based reporting packages] in the field appropriate to this position: 4 White Females, 3 Unknown Females.

Four (4) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Male, 1 Hispanic Female, 2 Unknown Females.

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 1 Hispanic Female and 2 Unknown Females.

In the campus final interview: 1 Hispanic Female earned a Bachelor’s degree in Business Administration and Management from Western Connecticut State University. The Hispanic Female has served for fifteen (15) years as an Administrative Assistant for the Center for Student Involvement and the Office of Campus and Student Centers at Western Connecticut State University in Danbury, Connecticut. The Hispanic Female has experience with the clerical contracts, student worker payroll issues, demonstrates knowledge and understanding on CT-Core timesheet processing (submitting and approving timesheets for students), and has experience working with MS Word, Outlook and Excel. The Hispanic Female does not possess experience with processing a university employee payroll.

In the campus final interview: 1 Unknown Female earned a Bachelor’s degree in Business/Marketing from Central Connecticut State University. The Unknown Female has served for fifteen (15) years as an Associate Retirement and Benefits Officer for the Office of the State Comptroller, Retirement Division, in Hartford, Connecticut. The Unknown Female has experience with the retirement benefits processing, employee records and collective bargaining/payroll issues, demonstrates knowledge and understanding on CT-Core benefits processing, and has experience working with MS Word, Outlook and Excel. The Unknown Female does not possess experience with processing a university employee payroll.

In the campus final interview: 1 Unknown Female earned a Bachelor’s degree in Business Administration from Western Connecticut State University. The Unknown Female has served for nineteen (19) years as an Associate Director, Payroll Services at Boehringer-Ingelheim, UAA in Ridgefield, Connecticut. The Unknown Female has experience with various employment contracts, employee records, but does not demonstrate knowledge and understanding on CT-Core payroll processing. The Unknown Female has experience working with MS Word, Outlook and Excel. The Unknown Female does not possess experience with processing a university employee payroll.

In the campus final interview: 1 White Male earned a Master’s degree in Sports Business Management from Manhattanville College and a Bachelor’s degree in Business Administration and Management from Western Connecticut State University. The White Male has served for four (4) years as a Payroll/HRIS Coordinator for BlueCrest, Inc., in Bethel, Connecticut, served for eight (8) in Human Resources/Payroll Services as a Generalist at Phototronics, Inc in Newtown, Connecticut. The White Male has experience with various employment/payroll ADP contracts, employee and payroll processing records, and has a demonstrated knowledge and understanding on CT-Core payroll processing from comparable work with HRIS systems and ADP Workforce Now management systems. The Unknown Female has experience working with MS Word, Outlook and Excel. The White Male does not possess experience with CORE-CT processing for four (4) years while serving as a student employee with the Office of the Registrat at Western Connecticut State University. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.
ASSISTANT DIRECTOR, CUSTODIAL SERVICES – DIVISION OF ENVIRONMENTAL & FACILITIES SERVICES
1 White Male

The WCSU Facilities Division strives to build an innovative customer driven environment which focuses on student satisfaction, high levels of service and efficiencies, and timely responses for deliverables. Under the general direction of the Director of Facilities Operations, the Assistant Director provides daily supervision, leadership, and direction to the custodial staff.

Please visit the office webpage: https://www.wcsu.edu/facilities-ops/custodial/

Position Summary:
Manages expenditure and budget information and is directly responsible for the management of the university’s custodial services. In conjunction with the Director, works to ensure services are delivered in an efficient and timely manner with a focus on cost control, increased customer satisfaction, and safety. Primary responsibilities include the coordination and supervision of staff involved in campus custodial services and custodial snow removal activities, events support and the supervision of contracted services. Responsible for the day-to-day supervision, prioritizing, scheduling and review work of staff, delivery of services within the custodial group and the refuse and recycling management areas. Prepares annual performance evaluations, manages the equalization of overtime, and maintains personnel documentation. Assists with establishing and enforcing safety and environmental practices and procedures. Prepares and monitors departmental purchase requisitions, as well as product usage and cost efficiencies. Develops long range strategic planning, purchasing plans for equipment, and the management of equipment service contracts. Reviews the electronic work order system, manages work order flow and tracks delivery of service. Conducts on-going customer satisfaction surveys. Responsible for assessing the base workload of the functional areas and for documenting minimum staffing levels to successfully deliver services. Responsible for developing creative staffing solutions to deliver comparable service levels during peak workload times, as well as contributing to the departmental website and maintaining content for the Building Services Group; development of forms and procedures, and management of records for audit readiness.

Qualifications:
Bachelor’s degree in a related field is preferred. Ability to be available after normal work hours, weekends and holidays in order to respond to emergencies and support large events is required. Valid driver’s license is required. Three (3) years of progressive supervisory experience with Custodial management in large-scale service industries. Must possess a comprehensive knowledge of custodial maintenance practices and procedures, procurement of equipment and supplies, scheduling and delegating, staff evaluation and union work environment. Professional certifications such as Property Maintenance and Management is preferred. Excellent technical skills using a broad array of computer systems and programs is required. Excellent written and verbal communication skills and the ability to adjust and adapt to a fast-paced work environment is required. Must be eligible to work in the U.S. as sponsorship for a work visa will not be provided for this position.

APPLICANT BREAKDOWN
Eight (8) applicants applied: 4 White Males, 2 Hispanic Males and 2 Unknown Males, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.
During the review of applications, the search committee precluded the following applicants:

Four (4) applicants did not have the required professional credential and minimum years of professional experience [Valid driver’s license. Three (3) years of progressive supervisory experience with Custodial management in large-scale service industries. Possess a comprehensive knowledge of custodial maintenance practices and procedures, procurement of equipment and supplies, scheduling and delegating, staff evaluation and union work environment. Excellent technical skills using a broad array of computer systems and programs] in the field appropriate to this position: 2 White Males, 1 Hispanic Male and 1 Unknown Male

Four (4) applicants were extended (virtual) interviews and final (in-person) interviews: 2 White Males, 1 Hispanic Male and 1 Unknown Male

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 1 White Male, 1 Hispanic Male and 1 Unknown Male.

In the campus final interview: 1 White Male earned a Bachelor’s degree in Economics from the University of Tennessee. The White Male does not possess a license to operate commercial vehicles. The White Male does not hold any certifications. The White Male served for one (1) year as a General Manager with Access Transporation, Inc. in Glastonbury, Connecticut, one (1) years as a Transportation Site Manager with Lower Pioneer Valley Educational Collaborative in Agawam, Massachusetts, four (4) years as an Assistant Manager for Westfield State University in Westfield, Massachusetts, two (2) years as a General Manager for Durham School Services, in Easthampton, Massachusetts and for one (1) year as a Location Manager for First Student, Inc. in West Hartford, Connecticut. In many of the listed positions, the White Male demonstrates comprehensive knowledge of custodial maintenance and management practices and procedures, scheduling and delegating, staff evaluation and works in a unionized environment supervising a custodial staff of thirty (30) employees. The White Male demonstrates experience with on-call operational functions and utilizes MS Office systems (i.e., Word, Excel, Powerpoint, Outlook). The White Male possess no experience with utilizing maintenance work order systems, procurement of equipment and supplies or budgeting/purchasing systems.

In the campus final interview: 1 Hispanic Male does not possess a license to operate commercial vehicles. The Hispanic Male holds a certification for Facilitites Management. The Hispanic Male served for three (3) years as Janitorial Supervisor and four (4) years as a Project Manager with ABM Industries, Inc. for the 9/11 Memorial Museum in New York City, New York. In this position, the Hispanic Male demonstrates comprehensive knowledge of custodial maintenance and management practices and procedures, staff evaluation and working in a unionized environment supervising a custodial staff of thirty (30) employees. The Hispanic Male demonstrates experience with on-call operational functions and utilizes MS Office systems (i.e., Word, Excel, Powerpoint,
Outlook). The Hispanic possess no experience with utilizing maintenance work order systems or budgeting/purchasing systems.

In the campus final interview: 1 Unknown Male earned a Bachelor’s degree in Human Resources from Muhlenberg College in Allentown, Pennsylvania. The Unknown Male does not possess a license to operate commercial vehicles. The Unknown Male does not hold any certifications. The Unknown Male served for three (3) years as a Physical Plant/Environment Services Manager and for six (6) years as a Physical Plant/Manager of Custodial Services with Shenandoah University in Winchester, Virginia. In the listed positions, the Unknown Male demonstrates comprehensive knowledge of custodial maintenance and management practices and procedures, scheduling and delegating, staff evaluation and works in a unionized environment supervising a custodial staff of thirty (30) employees. The Unknown Male demonstrates experience with on-call operational functions and utilizes MS Office systems (i.e., Word, Excel, Powerpoint, Outlook). The White Male possess no experience with procurement of equipment and supplies or budgeting/purchasing systems.

In the campus final interview: 1 White Male holds a Class B CDL license to operate commercial vehicles. The White Male holds certifications in Construction Technician, OSHA Certification, CMRT (Certified Maintenance & Reliability Technician), and CPPS (Certified Professional Property Specialist). The White Male served for twelve (12) years as an Assistant Plant Operations Director for the Ridgefield Crossing, Senior Living Community in Ridgefield, Connecticut. In this position, the White Male demonstrates comprehensive knowledge and experience with custodial maintenance and management practices and procedures, procurement of equipment and supplies, scheduling and delegating, staff evaluations and working in a unionized environment supervising a custodial staff of twenty (20) employees. The White Male demonstrates experience with on-call operational functions and utilizes MS Office systems (i.e., Word, Excel, Powerpoint, Outlook) as well as maintenance work order systems, such as CAPM, Kronos (timekeeping/scheduling), and Yardi (budgeting/purchasing). This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

ASSISTANT DIRECTOR, ACADEMIC ADVISEMENT – DIVISION OF ENROLLMENT MANAGEMENT
1 White Male

The Advisement Center provides incoming and current WCSU students with the continuous pursuit of academic success. The Advisement Center facilities enrollment for first time and transfer students as they are admitted to the university, the primary focus is on advising all Exploratory Studies students throughout the discovery process of finding their major using assessments and through the Exploratory Major Pathways program. The team of professional advisors works collaboratively throughout Enrollment Services and with Academic Deans, Department Chairs, and faculty members to assist students in connecting with academic departments for timely declaration of their major. The Advisement Center works closely with the First Year Experience program, and also presents several events to all WCSU students related to registration and enrollment. The office also participates in university events such as Open House, Homecoming, and New Student Orientation. Our professional advisors create success plans, action plans, and uses CRM software to manage student caseloads and track at-risk students using early alerts to provide interventions and strategies to support student success and retention.

Please visit the office webpage: www.wcsu.edu/aac/.

Position Summary:
Provides information to students about educational programs. Advises students on program and course options. Provides preliminary information related to educational programs, assists student
in establishing an integrated education plan. Makes referrals to appropriate academic departments and other advising resources. Administers and reviews assessment instruments with students as appropriate. Designs and facilitates workshops on a range of topics involving academic planning for students and faculty. Conducts research on “best practices” in academic advisement. Conducts outreach activities to student groups, parents, high school counselors and faculty as assigned in order to provide integrated information on academic and career choices. Assist with implementation and maintenance of program(s) to identify and assist at-risk students. May assume responsibilities for a particular student population such as part-time students, transfer students, etc., or special program areas, as assigned.

Qualifications:
Bachelor’s degree is required. Master’s degree is preferred. Two (2) years’ experience in either career planning, educational planning, or employment placement in a college setting is required. Candidate must possess excellent organizational and communication skills and be proficient using Microsoft Office Suite, including Outlook, Word, Teams and Excel.

APPLICANT BREAKDOWN
Thirty-two (32) applicants applied: 7 White Males, 6 White Females, 5 Black Females (goal candidates), 3 Hispanic Females, 2 AAIA/HNPI Males, 1 AAIA/HNPI Female (goal candidate), 5 Unknown Males and 3 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Five (5) applicants did not possess professional experience [academic advisement: administering and reviews assessment instruments with students; design and facilitate workshops on academic planning for students and faculty or demonstrated experience with CRM software to manage student caseloads and track at-risk students] in the field appropriate to this position: 2 White Males, 2 Hispanic Females and 1 AAIA/HNPI Female (goal candidate).

Twenty (20) applicants did not have the required minimum years of professional experience [two (2) years’ experience in either career planning, educational planning, or employment placement in a college setting] in the field appropriate to this position: 3 White Males, 2 White Females, 5 Black Females (goal candidates), 2 Hispanic Females, 1 AAIA/HNPI Male, 4 Unknown Males and 3 Unknown Females.
Seven (7) applicants were extended (virtual) interviews and final (in-person) interviews: 2 White Males, 2 White Females, 1 Hispanic Female, 1 AAIAHNPI Male and 1 Unknown Male.

Four (4) applicants withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 1 White Male, 1 White Female, 1 AAIAHNPI Male and 1 Unknown Male.

Of the three (3) finalists: two (2) applicant(s) were precluded from the search: 1 White Female and 1 Hispanic Female.

In the campus final interview: 1 White Female earned a Master's degree in Public Health and a Bachelor's degree in Psychology from Southern Connecticut State University in New Haven, Connecticut. The White Female has served for two (2) years as an Academic Specialist for Major Exploration with the Office of Academic Advisement and for three (3) years as a Graduate Assistant for the First Year Experience program at Southern Connecticut State University. While serving in the listed position, the White Female has demonstrated experience in career and educational planning in a college setting. The White Female possess proficiency using Microsoft Office Suite, including Outlook, Word, Teams and Excel. The White Female has no demonstrated experience designs and facilitates workshops on academic planning for students and faculty or professional understanding on "best practices" in academic advisement. The White Female has minimal experience using CRM software and conducting outreach activities to student groups, parents, high school counselors and faculty through the First Year Experience program as assigned.

In the campus final interview: 1 Hispanic Female earned a Master's degree in Social Work at Southern Connecticut State University in New Haven, Connecticut and a Bachelor's degree in Social Sciences from Western Connecticut State University in Danbury, Connecticut. The Hispanic Female has served for two (2) years as an Academic Advisor and Student Retention Specialist for the DARC program with the Office of Academic Advisement at Naugatuck Valley Community College in Danbury, Connecticut and for one (1) year as an (interim) Counselor for the Center for Student and Families Student Success Center at Gateway Community College in New Haven, Connecticut. While serving in the listed positions, the Hispanic Female has demonstrated experience in career and educational planning in a college setting. The Hispanic Female possess proficiency using Microsoft Office Suite, including Outlook, Word, Teams and Excel. The Hispanic Female has no demonstrated experience designs and facilitates workshops on academic planning for students and faculty or professional understanding on "best practices" in academic advisement. The Hispanic Female has no demonstrated experience using CRM software or conducting outreach activities to student groups through the Center for Student and Families Student Success Center as assigned.

In the campus final interview: 1 White Male earned a Master's degree in Higher Education Administration from CUNY/Baruch College in New York, New York and a Bachelor's degree in Theatre Arts from Marymount Manhattan College in New York, New York. The White Male has served for two (2) years as the Director of Academic Advisement at Manhattanville College in Purchase, New York. While serving in the listed position, the White Male has demonstrated experience in career and educational planning in a college setting. The White Male possess proficiency using Microsoft Office Suite, including Outlook, Word, Teams and Excel. The White Male has demonstrated experience designs and facilitates workshops on academic planning for students and faculty or professional understanding on "best practices" in academic advisement. The White Male has experience conducting outreach activities to student groups, parents, high school counselors and faculty to provide integrated information on academic and career choices. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.
DIRECTOR, OFFICE OF COMMUNICATIONS & MARKETING – DIVISION OF ENROLLMENT MANAGEMENT

1 White Female

Under the direction of the Associate Vice President for the Division of Enrollment Management, the incumbent directs the staff and operations of the Office of Communications & Marketing. Produces all promotion, academic, and administrative print publications. Monitors the WCSU brand image across the entire University. Also participates, in coordination with the AVP for Enrollment Services, in creating the marketing plan for the University.

Please visit the office webpage: https://www.wcsu.edu/upd/

Position Summary:
Supervises staff, performs employee evaluations and coordinates the hiring of staff within the Office of Communications & Marketing; Supervises and coordinates the production of all annual and semester academic publications, such as the undergraduate and graduate catalogs and undergraduate/graduate course offerings; Directs the art design and production of all promotional material (view book, posters, brochures, flyers, and print-media advertising, etc.), forms, booklets, brochures, and special events material (i.e. Commencement, Honors Convocation, etc.); Provides design and production support for print and electronic media to all University departments; Responsible for maintaining the University’s web presence in collaboration with IT&I. Coordinates the University web and social media communication strategies in support of the University’s strategic goals in marketing, recruitment/enrollment, and fundraising; Provides copywriting and editing services as needed.

Oversees department budgets, assists with bidding procedures related to production and print shop work, maintains inventory of supplies, and maintains job logs and records. Works with printers to develop job specifications and cost estimates. Facilitates production to ensure that deadlines are met. Works with IT&I to coordinate the selection, purchase, installation and maintenance of computer hardware and software systems; arranges for appropriate staff training. Coordinates, plans, and manages communications activities including supervision of the writing, editing and design of all publications on campus (i.e.: The Cupola); preparation of media releases; coordination of photographic support for University events and publications and the development and maintenance of effective relationships with radio, television, print and social media. Provides public relations support for fundraising campaigns, alumni events and other university initiatives as assigned.

Qualifications: Bachelor’s degree in Marketing/Communications required, Master’s Degree preferred; Six (6) years’ experience in marketing, advertising, public relations, and/or communications preferably with an emphasis in higher education; Must possess a demonstrated record of successful managerial leadership and collegial management skills as well as knowledge of web technologies and implementing digital media strategies and knowledge of Microsoft Office Suite and Adobe Creative Suite Software. Excellent communications skills are required.

APPLICANT BREAKDOWN
Twenty-seven (27) applicants applied: 5 White Males, 5 White Females, 10 Unknown Males, 7 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.
During the review of applications, the search committee precluded the following applicants:

Two (2) applicants did not have the required education/training [Bachelor’s degree in Marketing/Communications] in the field appropriate to this position: 1 Unknown Male and 1 Unknown Female.

Twenty-one (21) applicants did not have the required minimum years of professional experience [six (6) years’ experience in marketing, advertising, public relations, and/or communications preferably with an emphasis in higher education; possess a demonstrated record of successful managerial leadership and collegial management skills as well as knowledge of web technologies and implementing digital media strategies and knowledge of Microsoft Office Suite and Adobe Creative Suite Software] in the field appropriate to this position: 4 White Males, 3 White Females, 9 Unknown Males, 5 Unknown Females.

Four (4) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Male, 2 White Females, 1 Unknown Female.

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 1 White Male, 1 White Female and 1 Unknown Female.

In the campus final interview: 1 White Male earned a Bachelor’s degree in English from the SUNY Oneonta in Oneonta, New York. The White Male has served for three (3) years as a Creative Director/Writer for Home Box Office in New York, New York, three (3) years as a Creative Director/Writer for Serino Coyne, New York, New York, two (2) years as a Director of Creative Services at OPTIMUM in Bethpage, New York, three (3) years as a Director of Editorial Strategy for A&E Networks, New York, New York, three (3) years as Director of Marketing and Creative Services for the Hartford Stage in Hartford, Connecticut and one (1) year served as a Senior Editor for Spectrum (Charter Communications) in Stamford, Connecticut. While serving in the listed positions, the White Male has demonstrated experience in media-marketing and public relations in corporate settings. The White Male possess a demonstrated record of successful managerial leadership and collegial management skills as well as knowledge of web technologies and implementing digital media strategies. The White Male did not have experience and/or knowledge in the use and production of marketing materials for higher education institutions or experience with organizing public relations support for fundraising campaigns, alumni events and other university/student initiatives.

In the campus final interview: 1 White Female earned a Master’s degree in English, University of London, England and a Bachelor’s degree in English from the Skidmore College in Saratoga Springs, New York. The White Female has served for nine (9) years as a Media Manager and one (1) year served as a Head of Creative Content and Design for Highgate School, Inc. in London, England. While serving in the listed positions, the White Female has demonstrated experience in media-marketing and public relations within a higher education setting. The White Female possess
a demonstrated record of successful managerial leadership and collegial management skills as well as knowledge of web technologies and implementing digital media strategies. The White Female did not have experience and/or knowledge in the use and production of marketing materials through Adobe Creative Suite Software or experience with organizing public relations support for fundraising campaigns, alumni events and other university student initiatives.

In the campus final interview: 1 Unknown Female earned a Master’s degree in Interactive Media and Communications from Quinnipiac University in Hamden, Connecticut and a Bachelor’s degree in Political Science and German from University of Connecticut, Storrs, Connecticut. The Unknown Female has served for eight (8) years as a Senior Communications Specialist in Marketing for Cartus Corporations in Danbury, Connecticut, for three (3) years as a Director of Advancement Communications for Trinity College in Hartford, Connecticut and five (5) years served as a Director of Development and Alumni Affairs Communicaitons for Quinnipiac University in Hamden, Connecticut. While serving in the listed positions, the Unknown Female has demonstrated experience in media-marketing and public relations within a higher education setting. The Unknown Female possess a demonstrated record of successful managerial leadership and collegial management skills as well as knowledge of web technologies and implementing digital media strategies. The Unknown Female did not have experience and/or knowledge in the use and production of marketing materials through Adobe Creative Suite Software or experience with organizing public relations support for fundraising campaigns and other university student initiatives.

In the campus final interview: 1 White Female earned a Bachelor’s degree in Fine Arts from the Maryland Institute College of Art in Baltimore, Maryland. The White Female has served for five (5) years as a Marketing Manager for Scientific Games International, Inc. in Rocky Hill, Connecticut, for ten (10) years served as a Marketing Manager for University of Connecticut CO-OP Program in Storrs, Connecticut, Owner/Proprietor for two (2) years of MY OWN ART in South Windsor, Connecticut and Vice President of Creative Services for seven (7) years with Media Drop-In Productions, Inc. in Hartford, Connecticut. While serving in the listed positions, the White Female has demonstrated experience in marketing, advertising, public relations, and/or communications within a higher education setting. The White Female possess a demonstrated record of successful managerial leadership and collegial management skills as well as knowledge of web technologies and implementing digital media strategies, collaborative public relations support for UCONN fundraising campaigns, alumni events and other university/student initiatives and extensive knowledge in the use and production of marketing materials from Microsoft Office Suite and Adobe Creative Suite Software. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

DIRECTOR, CONNECTICUT CENTER FOR SCHOOL SAFETY, SCHOOL OF PROFESSIONAL STUDIES
1 White Male

The Director develops a comprehensive framework and executes the purpose of the inaugural Connecticut Center for School Safety and Crisis Preparationa at Western Connecticut State University. The Center will serve as a central location for school safety and crisis preparation resources. The Director will develop the center into the state leader in professional development on school safety, crisis preparation, youth violence prevention, and student resiliency. Long-term continuation of this position is dependent upon sufficient funding after the initial two-year grant.

Please visit the office webpage: https://www.wcsu.edu/schoolsafetycenter/
Position Summary:
Works with staff to establish a central clearinghouse of curricula and other educational programs which are known to reduce school violence, improve school safety, improve recovery, and improve resiliency for students and staff after a disaster. Supervises staff in the field, ensuring relationships with schools are built and maintained. Ensures that the center collaborates with university faculty, schools, and other stakeholders to conduct research related to school safety. Oversees the opening of the Center, including coordinating the hiring of staff and supervising of staff, most of which will be working at other sites. Builds relationships with schools and other stakeholders, with the goal of providing safety services, including but not limited to local and regional crisis teams. Provides technical assistance on safety and prevention to schools. Conducts research on school safety primarily focused on Connecticut schools. Organizes and carries out professional development activities for schools and stakeholders. Actively seeks out external funding to sustain and grow the Center. Collaborates with state agencies to achieve the Center’s mission. Actively responds to school crisis events.

Qualifications:
Master’s degree in homeland security, law, education, mental health, or other closely related field is required; Five (5) years of experience working in a school (i.e.: teacher, counselor, psychologist, or social worker) or assigned to a school as a School Resource Officer is required; Relevant certificates from FEMA, NIMS, or other closely related agencies specializing in disaster response is required; Experience in obtaining and managing external funding is strongly preferred. Candidate must possess excellent organizational and communication skills and be proficient using Microsoft Office Suite, including Outlook, Word, Excel and Teams.

APPLICANT BREAKDOWN
Ten (10) applicants applied: 3 White Males, 1 White Female, 1 Hispanic Male, 1 AAIANHNPI Male, 2 Unknown Males, 2 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Four (4) applicants did not have the required education/training [Master’s degree in homeland security, law, education, mental health, or other closely related field] in the field appropriate to this position: 1 White Male, 1 White Female, 1 Hispanic Male, 1 AAIANHNPI Male

Four (4) applicants did not have the required minimum years of professional credentials and experience [Five (5) years of experience working in a school (i.e.: teacher, counselor, psychologist,
or social worker) or assigned to a school as a School Resource Officer is required; Relevant certificates from FEMA, NIMS, or other closely related agencies specializing in disaster response in the field appropriate to this position: 1 White Male, 2 Unknown Males, 1 Unknown Female

Two (2) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Male and 1 Unknown Female.

Of the two (2) finalists: one (1) applicant was precluded from the search: 1 Unknown Female.

In the campus final interview: 1 Unknown Female earned a Ed.D. in General Education from Northcentral University in Scottsdale, Arizona. The Unknown Female serves as a School Principal with the Connecticut Technical Education system and was formerly a school administrator at Abbott Technical High School in Danbury, Connecticut. The Unknown Female did consult work during the Sandy Hook shootings which resulted in her interests in school safety. The Unknown Female conducted a doctorate dissertation on school safety and has been passionate about school safety. The Unknown Female has no relevant professional experience with school resource officer programs at at various school institutions. The Unknown Female provided examples of the current research in the field, recommendations for best practice for memorials that were inconsistent with academic research, and career goal to expand outside of public education. While the Unknown Female may have the foundational education for the position, there was a lack of specific training and experience to handle the position. The Unknown Female does not possess any certifications from FEMA and NIMS specializing in disaster response.

In the campus final interview: 1 White Male earned an ABD in Homeland Security and Public Safety from Colorado Technical University and a Master’s degree in Homeland Security from Pace University in New York, New York. The White Male is a graduate of the National Emergency Management Advanced Academy. The White Male has served as a Sergeant for twenty (20) years with the Westchester County Department of Public Safety. In his position, the White Male worked for eight (8) years supervising the school resource officer program for nine campuses in Westchester and Putnam Counties. The White Male is highly trained in school threat assessment and is very knowledgeable about current theory and practice for school and public safety. The White Male also mentioned specific Connecticut laws that applied to school safety. The White Male holds certifications from FEMA and NIMS specializing in disaster response. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

REGISTRAR, OFFICE OF THE REGISTRAR, DIVISION OF ENROLLMENT MANAGEMENT
1 White Female

Under the supervision of the Associate Vice President for Enrollment Services, the Registrar is responsible for the direction and administration of all phases of registration, scheduling, academic record keeping, graduation certification and generation of academic data. Oversees a progressive Registrar’s Office in support of the enrollment management function of the University.

Please visit the office webpage: https://www.wcsu.edu/registrar/

Position Summary:
Assumes major responsibility for the selection, development, supervision, and evaluation of the Registrar's staff; Administers the student records system, including but not limited to ensuring that appropriate security of the records is maintained; maintains proper grade verification procedures; and conducts periodic grade change audits; provides oversight for degree audit and curricular waiver/substitutions; Administers all activities involved with the development and maintenance of student academic records including the determination of official rosters of students eligible to
receive degrees and other certification, the system of graduation audits and recommended graduation lists. Coordinates the submission of student academic record data to the National Student Clearing House; Responsible for submitting and monitoring student academic record data to the National Student Clearinghouse; Administers all aspects of the grade report, class roster, transcript, and student standing systems; Responsible for generation of the Master and Semester Course Files, assignment of official codes for courses, departments, and majors, and the assignment of classroom space including preparation and distribution of scheduling and registration reports and materials; Serves as a resource for statistical reports that depend on registration/records data to assist in University Planning and Research; Serves as a resource for statistical reports that depend on registration/records data to assist in University Planning and Research, Keeps current with technological advances necessary to administer office efficiently; Monitors curricular changes as they progress through the University’s governance system. Identifies concerns that may be problematic to students or other academic programs; Coordinates updates to the University’s Undergraduate Catalog; Prepares the annual budget of the Registrar's Office; Evaluates transcripts of students as required; Attends workshops and meetings as required; Assists in preparation of pertinent reports that utilize data contained in the student information system; Serves to implement, explain, and enforce University’s academic and related policies; Research, analyze, and recommend resolutions to student disputes as they relate to records and registration; Develops written policies and procedures to ensure that the functions of the office operate efficiently and effectively. Policies and procedures include, but not limited to awarding transfer credits; enrollment verifications procedures; grade changes procedures; and security of academic records in accordance with FERPA and other pertinent regulations.

Qualifications:
Master’s degree is required. Six (6) years of experience in college administration, including three (3) years of senior experience (associate level or above) in a records office is required. Must possess, demonstrated record of successful managerial leadership and collegial management skills, thorough knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement. Strong computer skills, including knowledge and uses of integrated student database systems, and Microsoft Office Suite, including Excel, Outlook, Teams and Word is also required. Must possess excellent organizational and communication skills.

APPLICANT BREAKDOWN
Nineteen (19) applicants applied: 2 White Males, 4 White Females, 2 AA/AN/HPI Males, 6 Unknown Males, 5 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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During the review of applications, the search committee precluded the following applicants:

Six (6) applicants did not have the required education/training [Master’s degree] in the field appropriate to this position: 2 White Male, 1 AAIAINPI Male, 1 Unknown Male, 2 Unknown Female.

Seven (7) applicants did not have the required minimum years of professional experience [six (6) years of experience in college administration, including three (3) years of senior experience (associate level or above) in a records office. Must possess a demonstrated record of successful managerial leadership and collegial management skills, thorough knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement] in the field appropriate to this position: 2 White Females, 1 AAIAINPI Male, 4 Unknown Males.

Six (6) applicants were extended (virtual) interviews and final (in-person) interviews: 2 White Females, 1 Unknown Male, 3 Unknown Females

One (1) applicant withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 1 Unknown Male

Of the five (5) finalists: four (4) applicant(s) were precluded from the search: 1 White Female and 3 Unknown Females.

In the campus final interview: 1 Unknown Female earned a Master’s degree in Non-Profit Management and Public/Urban Policy from the New School for Public Engagement in New York, New York and a Bachelor’s degree in Fine Arts from Boston University in Boston, Massachusetts. The Unknown Female served for nine (9) collective years as the Director of Enrollment Management, Interim Registrar and Enrollment Registrar Director with Hunter College/CUNY in New York, New York and for seven (7) collective years as Assistant Director of Curricular Affairs, Associate Director of Curricular Affairs and Director of Curricular Affairs at the Parsons School of Design/The New School in New York, New York. In these positions, the Unknown Female has direct experience and knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement. The Unknown Female has direct experience and knowledge with the administration and use of Banner and CRM systems such as Degree Works and experience with developing registrar procedures impacting financial aid and/or student accounts. However, the Unknown Female does not possess the management operations experience with the development of written procedures to ensure that the functions of the office operations regarding enrollment verifications procedures and grade changes procedures.

In the campus final interview: 1 Unknown Female earned a Master’s degree in Education and a Bachelor’s degree in Philosophy from Central Connecticut State University in New Britain, Connecticut. The Unknown Female served for three (3) years as an Associate Registrar with the Naugatuck Valley Community College in Waterbury, Connecticut and for four (4) years as a Degree Audit Coordinator with the University of Saint Joseph in Hartford, Connecticut. In these positions, the Unknown Female has direct experience and knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement. The Unknown Female has direct experience and knowledge with the administration and use of Banner and CRM systems such as Degree Works and experience with developing registrar procedures impacting financial aid and/or student accounts. However, the Unknown Female does not possess the management operations experience with the development of written procedures to ensure that the functions of the office operations regarding enrollment verifications procedures and grade changes procedures.
In the campus final interview: 1 Unknown Female earned a Master’s degree in Information Systems and Management from Marist College in Poughkeepsie, New York and a Bachelor’s degree in Psychology from Rutgers University in New Brunswick, New Jersey. The Unknown Female served for ten (10) collective years as an Associate and Assistant Registrar with the Culinary Institute of America in Hyde Park, New York. In these positions, the Unknown Female has direct experience and knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement. The Unknown Female possess management operations experience with the development of written procedures to ensure that the functions of the office operations regarding enrollment verifications procedures and grade changes procedures. The Unknown Female has no comparable experience and knowledge with the administration and use of Banner and CRM systems such as Degree Works. The Unknown Female has no comparable experience with developing registrar procedures impacting financial aid and/or student accounts.

In the campus final interview: 1 White Female earned a Master’s degree in Higher Education Administration from Texas A&M University in Corpus Christi, Texas. The White Female served for three (3) years as an Interim Assistant Registrat with Texas A&M University in Corpus Christi, Texas and ten (10) year as a Registrar with Texas A&M University System Health Sciences Center in Austin, Texas. In these positions, the White Female has direct experience and knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement. The White Female possess management operations experience with the development of written procedures to ensure that the functions of the office operations regarding enrollment verifications procedures and grade changes procedures. The White Female has no comparable experience and knowledge with the administration and use of Banner and CRM systems such as Degree Works. The White Female has no comparable experience with developing registrar procedures impacting financial aid and/or student accounts. The White Female had a limited understanding on FERPA regulations for student account privacy and security provisions in the State of Connecticut.

In the campus final interview: 1 White Female earned an Ed.D. in Educational Leadership degree from the University of Hartford in Hartford, Connecticut. The White Female serves for nine (9) years as a Registrar with Northwestern Connecticut Community College in Winsted, Connecticut. In this position, the White Female has direct experience and knowledge of registration processing, scheduling, grading systems, academic policies and procedures, as well as knowledge of academic advisement. The White Female has relevant experience with the administration and use of Banner, CRM systems such as Degree Works. The White Female possess management operations experience with the development of written procedures to ensure that the functions of the office operations regarding awarding transfer credits; enrollment verifications procedures; grade changes procedures; and security of academic records. The White Female has experience with CPOS and registrar policies impacting financial aid, student accounts and has served on curriculum committees. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.

BUDGET ANALYST – DIVISION OF FINANCE & ADMINISTRATION
1 AA/ANH/NI Female (Goal Candidate)

Assists in administration of the University’s ongoing budget request and financial planning processes, Spending Plans, tuition & fees review, and other requests from the System Office; Assists in administration of the University’s ongoing internal budget planning, development, compilation and publication process, and all budget monitoring and reporting systems for all funding sources.
Position Summary:
Confers with budget authorities to gather appropriate background information and explain budget process format, guidelines, and goals. Serves as a resource person to divisional and departmental budget managers in understanding, administering, and monitoring budgets; Assists with the training of University personnel with budget responsibilities in the use of budget documents and the process. Under the direction of the Director of Financial Planning & Budgets, creates, develops, documents, and monitors the budget process, procedures, and timeline; Assists Director of Financial Planning and Budgets with accurate, timely analysis such as variance analysis, what-if analysis, etc. to assist in data-driven decision-making process; Develops and maintains reports from WebFocus and Banner, and other applications, as required; Maintains, tracks, monitors full-time personnel list including fringe benefits at the position level; reconciles the records with HR periodically; Develops and monitors a system to budget and track all salary - and fringe costs at the department level; Devise a reporting system for Lecturer costs. Tracks and reports the overload cost at the department level; Creates and maintains policies and procedures pertaining to budget as directed by the Director of Financial Planning & Budgets.

Qualifications:
A Bachelor’s Degree, preferably in Accounting, Finance or Business Administration; Three (3) years of progressively more responsible experience in the development, implementation and management of effective fiscal and administrative procedures for budgeting and resource allocation; Knowledge and use of Microsoft Office applications such as Excel, Word and PowerPoint; Ability to prepare and interpret analytical reports and to research intensively on associated subjects is required; Public budgeting experience preferred; Knowledge of Ellucian Banner is preferred; Must be open-minded and possess a desire for constructive feedback.

APPLICANT BREAKDOWN
Fifteen (15) applicants applied: 4 White Males, 2 White Females, 1 Black Female (goal candidate), 2 AAIAHNPI Females (goal candidates), 3 Unknown Males, 3 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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Nine (9) applicants did not have the required minimum years of professional experience [three (3) years of experience in the development, implementation and management of effective fiscal and administrative procedures for budgeting and resource allocation; Knowledge and use of Microsoft Office applications such as Excel, Word and PowerPoint; Ability to prepare and interpret analytical reports and to research intensively on associated subjects] in the field appropriate to this position: 1 White Male, 2 White Females, 1 Black Female (goal candidate), 3 Unknown Male, 2 Unknown Females

Four (4) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Male, 2 AAIAHNPI Females (goal candidates), 1 Unknown Female

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 1 White Male, 1 AAIAHNPI Female (goal candidate), 1 Unknown Female.

The selected candidate: 1 AAIAHNPI Female (goal candidate) met a hiring goal, and WCSU welcomed the new hire in the Professional-Non Faculty category.

**ASSISTANT COUNSELOR – OFFICE OF COUNSELING SERVICES, DIVISION OF STUDENT AFFAIRS**
1 White Female

WCSU's Counseling Services offers students free, confidential individual and group counseling. Other services include developing and facilitating educational workshops and outreach activities on campus. The Counseling Service staff are dedicated to on-going learning as well as excellence in client service.

Please visit the office website: https://www.wcsu.edu/counseling/

**Position Summary:**
Responsibilities include providing short-term individual and group counseling, crisis intervention, consultation and liaison work, outreach programming and involvement in a future training program to a diverse student population, faculty, and administration. As a member of AAUP (teaching faculty union), engagement in ongoing research that benefits the profession is required.

**Qualifications:**
Master's degree or higher in Clinical or Counseling Psychology, Clinical Social Work, Mental Health Counseling or related field is required. Must hold or have met the criteria to hold appropriate licensure as required by the State of Connecticut. Strong clinical skills are required. Must also possess the ability to interact effectively with others, collaborate with colleagues both within and outside the department along with being flexible when necessary. Previous clinical and outreach experience working with the Latinx, African American or LGBTQ communities is highly desirable. Experience in a college mental health setting is preferred. Supervising mental health trainees is also preferred.

**APPLICANT BREAKDOWN**
Thirty (31) applicants applied: 1 White Male, 4 White Females, 2 Hispanic Females, 1 AAIAHNPI Male, 2 AAIAHNPI Females, 2 Unknown Males, 19 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant's qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.
During the review of applications, the search committee precluded the following applicants:

Four (4) applicants did not submit a completed application/application materials for further consideration for this position: 1 Hispanic Female, 1 AAIANHNPI Female and 2 Unknown Females.

Six (6) applicants did not have the required education/training [Master’s degree or higher in Clinical or Counseling Psychology, Clinical Social Work, Mental Health Counseling or related field] in the field appropriate to this position: 1 White Female, 1 AAIANHNPI Male, 1 AAIANHNPI Female, and 3 Unknown Females.

Nineteen (19) applicants did not have the required minimum years of professional (license) credentials/experience [Must hold or have met the criteria to hold appropriate licensure by the State of Connecticut. Strong clinical skills] in the field appropriate to this position: 1 White Male, 2 White Females, 1 Hispanic Female, 2 Unknown Males, 13 Unknown Females.

Two (2) applicants were extended (virtual) interviews and final (in-person) interviews: 1 White Female and 1 Unknown Female.

Of the two (2) finalists: one (1) applicant was precluded from the search: 1 Unknown Female.

In the campus final interview: 1 Unknown Female earned a Master’s degree in Social Work from Springfield College in Springfield, Massachusetts, a Bachelor’s degree in Social Work from Our Lady of the Elms College in Chicopee, Massachusetts and hold a registered/active license to practice School Social Work in the State of Connecticut. The Unknown Female served for eight (8) years as the Director of Home Based Services with the Community Mental Health Affiliates in New Britian, Connecticut and for one (1) year as served as a Private Practitioner for New Milford Counseling Cener in New Milford, Connecticut. The Unknown Female has direct experience with short-term individual and group counseling, crisis intervention, consultation and liaison work, outreach programming and involvement in a future training program to a diverse student population, faculty, and administration. The Unknown Female demonstrated experience with identified salient mental health issues for college student, various approaches to address anxiety and depression—3—6 months using CBT, thought correction, changing behaviors and addressing coping skills. The Unknown Female provided examples and details regarding crisis mental health intervention and identified different cultural issues for individuals who are black, Asian or Hispanic and different socio-economic backgrounds. The Unknown Female has supervisory experience that has included supervising social work students. The Unknown Female possess no comparable experience with providing short-term therapy and/or problem focused therapy lasting six (6) months. The Unknown Female does not express an interests in participating in research and university related projects/grants due to time commitments with her private practice.
In the campus final interview, a White Female earned a Master's degree in Social Work from Columbia University in New York, New York, and a Bachelor's degree in Human Services from Pace University in White Plains, New York. She holds a registered/active license to practice as a licensed Social Worker in the State of Connecticut. The White Female served for ten (10) years as a Clinical Social Worker for Clinical Services and Youth Adult Services with the State of Connecticut Department of Mental Health and Addiction Services in Bridgeport, Connecticut. The White Female demonstrated experience with identified salient mental health issues for college student, various approaches to address anxiety, isolation, intersection counseling and therapy, thought correction, changing behaviors and addressing coping skills. The White Female provided examples and details regarding crisis mental health intervention, health disparities across race and gender and identified different cultural issues for individuals of different sexual orientations. The White Female has experience working with families who are black, Asian or Hispanic and different socio-economic backgrounds. The White Female has supervisory experience that has included supervising social work students. The White Female possess direct experience with providing short-term therapy and/or problem focused therapy lasting six (6) months. The White Female expressed interests in participating in academic research and university related projects/grants. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Professional-Non Faculty category.
SECRETARIAL CLERICAL, All titles except Secretary 2

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state funding cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were five (5) critical searches that were conducted and executed in the Faculty occupational categories.

Goal(s) (13): 5 White Males, 3 Black Males, 2 Hispanic Males, 2 Hispanic Females, and 1 AA/NHPI Male

Hire(s) (3): 1 White Female, 1 Black Female, 1 Hispanic Female (goal candidate)

OFFICE ASSISTANT, OFFICE OF ADMISSIONS – DIVISION OF ENROLLMENT MANAGEMENT

1 White Female

For information about the Office of Admissions at Western Connecticut State Univesity, please visit the office webpage at: https://www.wcsu.edu/admissions/.

This position provides support for the Office of Admissions at Western Connecticut State University on the Midtown Campus. The Office Assistant will be responsible for the full range of office support duties as well as a wide variety of functional coverage and back up support as needed to students and staff. Serves as a welcoming professional and student-centered first point of contact for students, faculty and staff. This position will provide office support, as well as front desk reception and telephone support to the Director of Admissions, along with providing general support to staff in the Office of Admissions.

Position Summary:
The Office Assistant performs the most complex office administrative duties as described in the following areas: Types a variety of materials in relation to other duties or as assigned; enters and retrieves data on personal computers and computer terminals. Sets up and maintains office procedures, filing and indexing systems and forms for own use. Composes routine correspondence. Compiles and generates recurrent technical, statistical or financial reports requiring judgment in the selection and presentation of data (format). Provides general information and referral services in response to citizen complaints or questions regarding an agency's services or authority; responds to inquiries from other work units or departments/agencies; applies agency policies and state statutes and regulations in determining case status or responding to requests for procedural assistance; may lead lower level employees in carrying out assigned clerical functions. Maintains calendars of due dates and initiates recurring work or special clerical projects accordingly; processes a variety of documents in determining routine case status; exercises discretion in choosing appropriate follow through procedures within defined guidelines including assembling and reviewing incoming materials for accuracy, completeness and conformance to established guidelines and agency policy and procedures, verifying information through use of internal resources and contacts with sender and other work units and soliciting additional information as required by phone or form letter; processes purchase requisitions/purchase orders for subsequent action; prepares payment lists and billing invoices; receives shipments of materials and matches/verifies shipment or billing invoices against original purchase orders; maintains billing control cards, files, journals or account ledgers by posting credits, expenditures, interest, etc.; figures payments, costs, discounts and adjustments using prescribed methods and formulas;
receives monies in various forms such as cash, checks and money orders and prepares for deposit; maintains inventory and orders supplies; uses a variety of automated equipment to perform job functions; performs related duties as required.

The incumbent will be responsible for the full range of duties including, but not limited to: responding to phone and in-person requests; processing the mail and entering data into the Banner system; processing of applications for admission; maintaining student files and records; and performing related duties as required.

Qualifications:
Four (4) years experience above the routine clerk level in office support or secretarial work. One (1) year of General Experience must have been as a Secretary 2 or its equivalent.

APPLICANT BREAKDOWN
Two hundred and three (203) applicants applied: 3 White Males (goal candidates), 49 White Females, 10 Black Females, 30 Hispanic Females (goal candidates), 16 AA|IANHNPI Females, 15 Unknown Males, 80 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

| Search Process/Action                        | WHITE Male | WHITE Female | BLACK Male | BLACK Female | HISPANIC Male | HISPANIC Female | AA|IANHNPI Male | AA|IANHNPI Female | UNKNOWN Male | UNKNOWN Female | UNKNOWN Unknown |
|---------------------------------------------|------------|--------------|------------|--------------|---------------|----------------|---------------|----------------|---------------|----------------|-----------------|
| Did not meet minimum education/training qualifications | 1          | 3            | 8          | 8            | 8              | 5              |               |                |               |                |                 |
| Did not meet the minimum work experience requirements | 2          | 44           | 1          | 20           |                | 10             | 14            | 78             |               |                |                 |
| Did not submit a completed application/application materials(s) | 1          | 3            | 8          | 8            | 5              |                |               |                |               |                |                 |
| Withdrew from search                        | 1          |              | 2          |              |                | 1              |               |                |               |                |                 |

During the review of applications, the search committee precluded the following applicants:

Twenty-five (25) applicants did not submit a completed application/application materials for further consideration for this position: 1 White Male (goal candidate), 3 White Females, 8 Black Females, 8 Hispanic Females (goal candidates), 5 AA|IANHNPI Females

One hundred and seventy (170) applicants did not have the required training and/or minimum years of professional experience (four (4) years experience above the routine clerk level in office support or secretarial work) in the field appropriate to this position: 2 White Males (goal candidates), 44 White Females, 1 Black Female, 20 Hispanic Females (goal candidates), 10 AA|IANHNPI Females, 15 Unknown Males, 78 Unknown Females

Eight (8) applicants were extended (virtual) interviews and final (in-person) interviews: 2 White Females, 1 Black Female, 2 Hispanic Females (goal candidates), 1 AA|IANHNPI Female, 2 Unknown Females
Four (4) applicants withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 1 White Female, 2 Hispanic Females (goal candidates) and 1 Unknown Female.

Of the four (4) finalists: three (3) applicant(s) were precluded from the search: 1 Black Female 1 AA/AANHP/NI Female and 1 Unknown Female.

In the in-person campus interview, 1 Black Female earned a Master's and Bachelor's degree in English from Western Connecticut State University in Danbury, Connecticut. The Black Female has served as an Secretary 1 with the Office of Pre-Collegiate and Access Programs for one (1) year at Western Connecticut State University. The Black Female has administrative and customer service experience, has worked with a diverse student population and proficiency in the use of MS Office Suite programs (i.e., MS Access and/or Excel). The Black Female has no admissions and/or supervisory experience with the use of Banner systems for student services.

In the in-person campus interview, 1 AA/AANHP/NI Female earned a Bachelor's degree in Theater Arts from Hunter College/CUNY in New York, New York. The AA/AANHP/NI Female has served as a teaching assistant with the Ossining Central School District for three (3) years. The applicant has experience working closely with the student population, and proficiency in the use of MS Office Suite programs (i.e., MS Access and/or Excel). The 1 AA/AANHP/NI Female has no admissions and/or supervisory experience and no experience with the use of Banner systems for student services.

In the in-person campus interview, 1 Unknown Female earned a Bachelor's degree in Communications from Western Connecticut State University in Danbury, Connecticut. The Unknown Female has served as a student employee with the Department of Communications and Media Arts for four (4) years at Western Connecticut State University. The Unknown Female has administrative and customer service experience and has worked with a diverse student population. The Unknown Female has no admissions and/or supervisory experience, no experience with the use of MS Office Suite programs (i.e., MS Access, Excel) and no experience with the use of Banner systems for student services.

The selected candidate, 1 White Female earned an Associate Degree in Marketing from Naugatuck Valley Community College in Danbury, Connecticut. The White Female has served as a temporary Office Assistant with the Office of Admissions for three (3) years at Western Connecticut State University in Danbury, Connecticut. The White Female had a strong administrative experience, and is proficient in the use of MS Office Suite programs (i.e., MS Word, Access, Excel, Powerpoint, Publisher). The White Female has minimal supervisory experience but has a strong level of organizational skills from her time management strategies, organizational strategies and experience with the use of Banner and other in-house database systems (comparable to the Banner system). The White Female has a strong background in clerical positions in higher education from the current position. This search did not meet a hiring goal, but WCSU welcomed the new hire in the Secretarial/Clerical category.

**OFFICE ASSISTANT, CASHIER'S OFFICE – DIVISION OF FINANCE & ADMINISTRATION**
Selection(s): 1 Black Female

For information about the Cashier's Office, please visit the office webpage: https://www.wcsu.edu/cashiers/.
This position provides support for the Cashier’s Office at Western Connecticut State University on the Midtown Campus. The Office Assistant will be responsible for the full range of office support duties as well as a wide variety of functional coverage and back up support as needed to students and staff. Serves as a welcoming professional and student-centered first point of contact for students, faculty and staff. This position will provide office support, as well as front desk reception and telephone support to the Director of the Cashier’s Office, along with providing general support to staff in the Cashier’s Office.

Position Summary:
The Office Assistant performs the most complex office administrative duties as described in the following areas: Types a variety of materials in relation to other duties or as assigned; enters and retrieves data on personal computers and computer terminals. Sets up and maintains office procedures, filing and indexing systems and forms for own use. Composes routine correspondence. Compiles and generates recurrent technical, statistical or financial reports requiring judgment in the selection and presentation of data (format). Provides general information and referral services in response to citizen complaints or questions regarding an agency’s services or authority; responds to inquiries from other work units or departments/agencies; applies agency policies and state statutes and regulations in determining case status or responding to requests for procedural assistance; may lead lower level employees in carrying out assigned clerical functions. Maintains calendars of due dates and initiates recurring work or special clerical projects accordingly; processes a variety of documents in determining routine case status; exercises discretion in choosing appropriate follow through procedures within defined guidelines including assembling and reviewing incoming materials for accuracy, completeness and conformance to established guidelines and agency policy and procedures, verifying information through use of internal resources and contacts with sender and other work units and soliciting additional information as required by phone or form letter; processes purchase requisitions/purchase orders for subsequent action; prepares payment lists and billing invoices; receives shipments of materials and matches verifies shipment or billing invoices against original purchase orders; maintains billing control cards, files, journals or account ledgers by posting credits, expenditures, interest, etc.; figures payments, costs, discounts and adjustments using prescribed methods and formulas; receives monies in various forms such as cash, checks and money orders and prepares for deposit; maintains inventory and orders supplies; uses a variety of automated equipment to perform job functions; performs related duties as required.

The incumbent will be responsible for the full range of duties including, but not limited to: responding to phone and in-person requests; processing the mail and entering data into the Banner system; processing of applications for admission; maintaining student files and records; and performing related duties as required.

Qualifications:
Four (4) years’ experience above the routine clerk level in office support or secretarial work. One (1) year of General Experience must have been as a Secretary 2 or its equivalent.

APPLICANT BREAKDOWN
One hundred and eighty nine (189) applicants applied: 36 White Females, 13 Black Females, 18 Hispanic Females (goal candidates), 4 AA/IANHNPI Males (goal candidates), 22 AA/IANHNPI Females, 16 Unknown Males, 80 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.
During the review of applications, the search committee precluded the following applicants:

Twenty-three (23) applicants did not submit a completed application/application materials for further consideration for this position: 4 White Females, 8 Black Females, 6 Hispanic Females (goal candidates), 5 AAIANHNPI Females.

One hundred and sixty-three (163) applicants did not have the required training and/or minimum years of professional experience [four (4) years experience above the routine clerk level in office support or secretarial work] in the field appropriate to this position: 32 White Females, 4 Black Females, 12 Hispanic Females (goal candidates), 4 AAIANHNPI Males (goal candidates), 17 AAIANHNPI Females, 16 Unknown Males, 78 Unknown Females.

Three (3) applicants were extended (virtual) interviews and final (in-person) interviews: 1 Black Female and 2 Unknown Females.

Of the three (3) finalists: two (2) applicant(s) were precluded from the search: 2 Unknown Females.

In the in-person campus interview, 1 Unknown Female earned a Bachelor’s degree in Communications from Western Connecticut State University in Danbury, Connecticut. The Unknown Female has served as a student employee with the Department of Communications and Media Arts for four (4) years at Western Connecticut State University. The Unknown Female has administrative and customer service experience and has worked with a diverse student population. The Unknown Female has Cashier’s/accounts experience and no experience with the use of Banner systems for student services.

In the in-person campus interview, 1 Unknown Female earned a Bachelor’s degree in Communications and Human Resources Business Management from Western Connecticut State University in Danbury, Connecticut. The Unknown Female has served as a (part-time) student employee with the Human Resources Department for four (4) years at Western Connecticut State University. The Unknown Female has administrative and customer service experience and has worked with a diverse student population. The Unknown Female has no Cashier’s/accounts experience and no experience with the use of Banner systems for student services.

In the in-person campus interview, 1 Black Female earned a Bachelor’s degree in Communications from Western Connecticut State University in Danbury, Connecticut. The Black Female has served as a National Accounts Project Coordinator for two (2) years with Stanley Black and Decker Headquarters in Southington, Connecticut and as an Office Assistant for four (4) years with the Office of the Registrar at Western Connecticut State University in Danbury, Connecticut. The Black Female has administrative and customer service experience, has worked with a diverse student population and proficiency in the use of MS Office Suite programs (i.e., MS Access and/or Excel). The Black Female has Cashier’s/accounts experience and experience with the use of Banner systems for student services.
SECRETARY I, OFFICE OF THE REGISTRAR – DIVISION OF ENROLLMENT MANAGEMENT

1 Hispanic Female (Goal Candidate)

For information about the Office of the Registrar, please visit the office webpage: https://www.wcsu.edu/registrar/.

Position Summary:
The Secretary I perform a variety of secretarial duties as illustrated in the following areas: Using a personal computer or other electronic equipment formats and types a full range of correspondence, reports, bills, drafts, etc. from rough draft, transcription, dictated notes, etc.; proofreads for content; edits using knowledge of grammar, punctuation and spelling. Designs office filing systems; organizes and maintains files (including confidential files); maintains, updates and reviews reference materials and manuals. Composes routine letters/memoranda, etc. (e.g. standard replies and acknowledgement letters) for supervisor’s signature. Compiles information from standard sources and prepares data reports (e.g. number of forms processed during the month). Greets and directs visitors; answers phones and takes messages; answers questions requiring knowledge of terminology, organization, supervisor’s responsibilities, etc. (e.g. appropriate referrals, general purpose of the unit). Scans correspondence; pulls and attaches related materials; reviews, routes and prioritizes mail. Arranges and coordinates meetings (including space and equipment); writes minutes of meetings, lectures, conferences, etc. from rough draft; takes notes using shorthand, speedwriting or machine transcription prepares expense accounts; makes travel arrangements. Maintains an inventory of supplies and equipment; orders supplies when necessary; completes, processes and maintains paperwork for purchasing (e.g. orders, requisitions, invoices, etc.); maintains time and attendance records; performs related duties as required.

Qualifications:
Two (2) years’ experience above the routine clerk level in office support or secretarial work. Preference will be given to those applicants who can effectively demonstrate the following in their submitted application: Excellent written and verbal communication skills. Possess pleasant telephone and reception demeanor. Attention to detail, accuracy and proofreading skills. Proficiency in Microsoft Office including Outlook, Excel and Word. Experience with front-end reception & providing excellent customer service.

APPLICANT BREAKDOWN
One hundred and sixty-four (164) applicants applied: 38 White Females, 12 Black Females, 26 Hispanic Females (goal candidates), 2 AA/AN/HPI Males (goal candidates), 10 AA/AN/HPI Females, 5 Unknown Males, 71 Unknown Females, which constituted the applicant pool for this administrative search.

Within the applicant pool, all of the applicants submitted the required application materials for proper consideration. Application materials included a cover letter outlining the applicant’s qualifications, a current curriculum vitae/resume as well as the names, addresses, e-mail addresses and the telephone numbers of at least four (4) professional references.

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| did not meet minimum qualifications | | | | | | 24 | 6 | 20 | 2 | 10 | 5 | 68 |
During the review of applications, the search committee precluded the following applicants:

Twenty (20) applicants did not submit a completed application/application materials for further consideration for this position: 10 White Females, 4 Black Females, 4 Hispanic Females (goal candidates), 2 AAIAHNPI Females.

One hundred and thirty five (135) applicants did not have the required minimum years of professional experience [two (2) years’ experience above the routine clerk level in office support or secretarial work. Excellent written and verbal communication skills. Attention to detail, accuracy and proofreading skills. Proficiency in Microsoft Office including Outlook, Excel and Word. Experience with front-end reception & providing excellent customer service] in the field appropriate to this position: 24 White Females, 6 Black Females, 20 Hispanic Females (goal candidate), 2 AAIAHNPI Males (goal candidates), 10 AAIAHNPI Females, 5 Unknown Males, 68 Unknown Females.

Nine (9) applicants were extended (virtual) interviews and final (in-person) interviews: 4 White Females, 2 Black Females, 2 Hispanic Females (goal candidate), and 1 Unknown Female.

Four (4) applicants withdrew their finalist candidacy from this administrative search due to personal/unknown reasons: 2 White Female, 1 Hispanic Female (goal candidate) and 1 Unknown Female.

Of the five (5) finalists: four (4) applicant(s) were precluded from the search: 2 White Females and 2 Black Females.

The selected candidate: 1 Hispanic Female (goal candidate) met a hiring goal, and WCSU welcomed the new hire in the Secretarial-Clerical category.
TECHNICAL & PARAPROFESSIONAL

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state fundig cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

Goal(s) (2): 1 Black Male, 1 Hispanic Female
Hire(s) (0): No Hires Conducted

During the reporting period, there were no critical searches that were conducted and executed in the Technical and Paraprofessional occupational category.

SKILLED CRAFT WORKERS

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state fundig cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were no critical searches that were conducted and executed in the Skilled Craft Workers occupational category.

Goal(s) (6): 1 Black Male, 5 Hispanic Males
Hire(s) (0): No Hires Conducted

SERVICE MAINTENANCE – All Titles except Custodian

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state fundig cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were no critical searches that were conducted and executed in the Service Maintenance (all titles except Custodians) occupational category.

Goal(s) (3): 1 Black Male, 1 Black Female, 1 Hispanic Male
Hire(s) (0): No Hires Conducted
SERVICE MAINTENANCE - CUSTODIAN

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state funding cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were no critical searches that were conducted and executed in the Service Maintenance (Custodian title) occupational category.

Goal(s) (8): 7 White Males, 1 Hispanic Female
Hire(s) (0): No Hires Conducted

PROTECTIVE SERVICES

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state funding cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there was no critical searches that was conducted and executed in the Protective Services – All Titles occupational category.

Goal(s) (3): 1 Black Male, 1 Black Female, 1 Hispanic Male
Hire(s) (0): No Hires Conducted

In this occupational category there were no searches conducted during the reporting period.
PROMOTION GOALS
April 1, 2021 – March 31, 2022

Effective January 1, 2022, Connecticut State Colleges and Universities ("CSCU") President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state fundig cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there were no promotions that was conducted and executed in the Executive/Administrative occupational category.

During the reporting period, there were nine (9) promotions that was conducted and executed in the identified faculty occupational categories below:

**FACULTY PROMOTIONS:**

In this category, the American Association of University Professors (AAUP) Collective Bargaining Agreement (Article 4.11) governs promotions. The criteria for promotion set forth in the contract include a terminal degree, years of successful teaching, strong scholarship, including publications, and service to the University. A faculty member who wishes to be considered for promotion must submit notification in writing to the Department Chairperson as well as the Department Evaluation Committee (DEC) Chairperson by the deadline stated in the contract. The faculty member’s portfolios are reviewed and evaluated by the DEC, the appropriate Dean, the Promotion and Tenure Committee (P&T) and the Provost with each making a recommendation based on the criterion set forth in Article 4.11.9.1-4.11.9.5 of the collective bargaining agreement.

These recommendations are then sent to the President and pursuant to Article 4.11.14, the President makes recommendations for promotion and/or tenure to the Connecticut State Colleges & Universities Board of Regents based on the above noted criterion. If the President determines that the faculty member’s portfolio has not met the criterion set forth in the collective bargaining agreement, that faculty member is not recommended for promotion and/or tenure. This procedure for granting promotions is conducted on an annual basis.

**PROFESSOR**

**Goal(s) (19):** 8 White Males, 1 White Female, 2 Black Males, 10 AAIANHNPI Males and 3 AAIANHNPI Females

**Promoted (3):** 2 AAIANHNPI Males (goal candidates) and 1 AAIANHNPI Female (goal candidate)

**Progress:** There were three (3) faculty members who applied for promotion to Professor – 2 AAIANHNPI Males (goal candidates) and 1 AAIANHNPI Female (goal candidate)

The three (3) applicants were recommended for promotions based on the evaluations of the DEC, the Deans, the Promotion and Tenure Committee and the Provost. The criteria for promotion set forth in the contract include a terminal degree, years of successful teaching, strong scholarship, including publications and service to the University. The faculty member’s portfolio is reviewed and evaluated by the DEC, the Dean and the Promotion and Tenure Committee and the Provost. Each constituent makes a recommendation which is forwarded to the Provost and President. The Provost then makes recommendations to the Connecticut State Colleges and Universities (CSCU) System Office and the Board of Regents for Higher Education.

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Each constituent makes a recommendation that is forwarded to the Provost and President. The President then makes recommendations to the Connecticut State Colleges and Universities (CSCU) System Office and the Board of Regents for Higher Education. In the following faculty categories.

Of the three (3) promotions (2 AAIAHNPI Males (goal candidates) and 1 AAIAHNPI Female (goal candidate), all were interviewed and promoted. Three promotional goals were achieved.

**ASSOCIATE PROFESSOR**

**Goal(s) (12):** 8 White Males, 1 Hispanic Male, 3 Hispanic Females  
**Promoted (6):** 5 White Males, 1 Hispanic Female

**Progress:** There were seven (7) faculty members that applied for promotion to Associate Professor: 5 White Males (goal candidates) and 1 Hispanic Female (goal candidate).

Six (6) applicants were recommended for promotions based on the evaluations of the DEC, the Deans, the Promotion and Tenure Committee and the Provost. The criteria for promotion set forth in the contract include a terminal degree, years of successful teaching, strong scholarship, including publications and service to the University. The faculty member's portfolio is reviewed and evaluated by the DEC, the Dean and the Promotion and Tenure Committee and the Provost. Each constituent makes a recommendation which is forwarded to the Provost and President. The Provost then makes recommendations to the Connecticut State Colleges and Universities (CSCU) System Office and the Board of Regents for Higher Education.

Of the six (6) promotions: 5 White Males (goal candidates and 1 Hispanic Female (goal candidate) all were interviewed and promoted. Six (3) promotions goals were achieved.

**ASSISTANT PROFESSOR**

**Goals (0):** N/A  
**Promoted (0):** N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.

**PROFESSIONAL NON-FACULTY**

**Goals (0):** N/A  
**Promoted (0):** N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.
PROMOTION GOALS
April 1, 2021 – March 31, 2022

Effective January 1, 2022, Connecticut State Colleges and Universities (“CSCU”) President and the System Office has reinstated a hiring freeze for Western Connecticut State University in response to the projected state fundig cuts and the immediate response to the COVID-19 pandemic. Prior to this action, hiring of certain key/required positions remains in effect with various approvals to hire in certain occupational categories by the CSCU System Office.

During the reporting period, there was no critical promotions that were conducted and executed in the identified occupational classified categories below.

SECRETARIAL CLERICAL (All titles except, SECRETARY 2 title)
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.

SECRETARIAL CLERICAL - SECRETARY 2
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.

TECHNICAL/PARAPROFESSIONAL
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.

SKILLED CRAFTS
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.

SERVICE MAINTENANCE (All titles except, Custodian title)
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.
SERVICE MAINTENANCE - CUSTODIAN
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.

PROTECTIVE SERVICES
Goals (0): N/A
Promoted (0): N/A

No promotional goals were set in this occupational category and no promotional activity occurred in this category during this reporting period.
PROGRAM GOALS
April 1, 2021 – March 31, 2022

As a result of the critical analysis of Western Connecticut State University ("WCSU" or "University") Office of Diversity and Equity and the needs of the University, the President and the Chief Diversity Officer have set the following strategic goals for the University:

During the 2021-2022 Affirmative Action reporting period, the University began implementation and executed 50% on the following below two (2) listed program goals:

1. A program goal was set for the WCSU Office of Diversity and Equity ("ODE") to develop and implement pipeline initiatives with a new institutional membership to the National Association of Colleges and Employers ("NACE"): https://www.naceweb.org/ and a virtual institutional membership with www.RippleMatch.com:


These new initiatives are in an effort to extend and diversify outreach of potential graduate and doctoral students at HBCU's and HSI's. The pipeline initiatives will include a communication package to twenty (20) HBCU and HSI institutions to heightened efforts to intentionally draw from the broad national network to fill existing faculty and administrative positions with emerging, graduating undergraduate and graduate students. The Chief Diversity Officer will oversee the management of the new initiative and communication package to introduce the effort and build the contact network.

**Progress:** Beginning in September 2022, the Chief Diversity Officer will work to achieve this programmatic goal by implementing and establishing a virtual resource guide, HBCU contact listing(s) and to promote academic and administrative positions through this newly developed pipeline/resource listing. This program goal will reach completion by or before March 31, 2023.

2. A program goal was set for the WCSU Office of Diversity and Equity ("ODE") to develop and implement pipeline initiatives with a new institutional membership through the Hispanic Association of Colleges and Universities ("HACU"):

https://www.hacu.net/hacu/default.asp

Hispanic Education Technology Services ("HETS"): https://hets.org

**Progress:** This goal was fully achieved. The Chief Diversity Officer was appointed as a university official/representative, on behalf of the President, to oversee and monitor the university initiative and recruitment opportunities for the university. The new membership/collaborative was executed (completed) on April 23, 2021.