

Annual Report

March 2007

Board of Governors for Higher Education
Department of Higher Education
State of Connecticut



Strategic Plan to Ensure Racial and Ethnic Diversity in Connecticut Public Higher Education 2007

61 Woodland Street
Hartford, Connecticut
06105-2326

(860)947-1833
www.ctdhe.org

BOARD OF GOVERNORS FOR HIGHER EDUCATION

Frank W. Ridley, Chair

Brian J. Flaherty, Vice-Chair

William Aniskovich

Dorothea E. Brennan

James H. Gatling

Ross H. Hollander

Harry H. Penner, Jr.

Jean E. Reynolds

Robert S. Robins

Albert B. Vertefeuille

Margaret J. Villani

Valerie F. Lewis
Commissioner of Higher Education

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
BACKGROUND OF THE STRATEGIC PLAN	5
EXPANDING THE EDUCATION PIPELINE.....	15
ACHIEVING PARITY AMONG PROFESSIONAL STAFF.....	19
APPENDIX	26

EXECUTIVE SUMMARY

Increasing the participation of minority groups at public colleges and universities is a longstanding goal of the Board of Governors for Higher Education, as first outlined in its 1983 *Strategic Plan to Ensure Racial and Ethnic Diversity in Connecticut Public Higher Education*. The minority groups defined by the plan are: Hispanic/Latino, African American, Asian American and Native American - listed in order of their current proportional presence in the state's population. Subsequently, the Board's *Strategic Plan* was enacted by the state legislature, which since 1986 has provided the Board with a small, symbolic annual allocation to promote achievement of the plan's diversity goals. Although the plan mandates no numeric goals, it holds campuses to the ideal that the racial and ethnic make-up of their students, graduates and professional staff should reflect the diversity of the state's residents.

Since enactment of the *Strategic Plan*, students attending and graduating from Connecticut's public colleges and universities have become more racially and ethnically diverse and 2006 continues a trend of year-to-year incremental progress. The number of minority group members among both enrolled students and degree recipients at the undergraduate level reached record levels. There has also been a steady increase in the number of minority group members employed as professionals at public institutions.

The overall trends:

- In fall 2006, minorities numbered 24,278 or 25.3 percent of all undergraduate students enrolled in the state's public institutions of higher education, exceeding their proportional presence in the state's population for the ninth consecutive year. According to the latest U. S. Census estimates, these groups comprise 23.5 percent of the state's population in 2005. From fall 1996 to fall 2006, the number of minority students enrolled at public institutions grew from 15,289 by 58 percent. The average annual growth rate in the enrollment of underrepresented minority students at the undergraduate level in Connecticut's public higher education in the eleven-year span from 1996 to 2006 has been 3.2 percent. However, the growth rate in minority enrollment has been decelerating in recent year – the numbers are still increasing, but at a much slower rate of growth than in the past. For instance, from fall 2005 to fall 2006, there was a 3.1 percent increase in the number of minority undergraduate students enrolled in the state's public institutions of higher education. Conversely, at the height of growth during this eleven-year span, there was an 8.5 percent increase from fall 1999 to fall 2000.
- During the 2005-06 academic year, minority students received 2,476 or 18.9 percent of all undergraduate degrees (associate and bachelor's degrees) conferred by the state's public colleges and universities. Minority students' graduation rate is considerably lower than both their enrollment rate and their collective proportion of the state's population. From 1995-96 to the 2005-06, the number of minority students receiving undergraduate degrees at the public institutions increased from 1,453 by 70 percent. The average annual increase for this eleven-year span is greater than 5.4 percent. From 2004-05 to 2005-06, there was an unusually large (12.4 percent) increase in the number of minority degree recipients – the largest year-to-year increase during this eleven-year span.

-
- Among full-time professionals employed by the state's public institutions of higher education, 1,444 were minority group members at the end of 2006. The professional workforce consists of those individuals employed as administrators/officials, faculty or professional staff members. Instead of a percentage comparison between their presence in the professional workforce and their presence in the general population, a more appropriate gauge for the employment of minority group members by the public institutions is their availability for employment opportunities. When constructing their annual affirmative action plans, the institutions conduct analyses to determine whether or not racial/ethnic-gender groupings are "fully and fairly" represented in their workforce. Each institution computes the availability of 8 racial/ethnic-gender groups employing a number of informational and data sources. These availability figures are then compared to actual employment (utilization) of the racial/ethnic-gender groups. In an aggregated sense, the minority groups are overrepresented among administrators/officials, underrepresented among faculty members and underrepresented as professional staff members. Collectively, the employment of an additional 16 minority group members among a professional workforce of 8,679 would mean that the minority group members are "fully and fairly" employed by the state's public institutions of higher education – in an aggregated sense. However, this does not mean that for each institution, there is full and fair employment of minority group members among the professional workforce.

Despite impressive growth over the course of the past 23 years, disproportional levels of achievement in minority enrollment, graduation and employment persist. Persistent areas of racial/ethnic disparity in Connecticut's public higher education include:

- Hispanic/Latinos are the only minority group whose overall undergraduate enrollment level has not reached its proportion of the state's population.
- Hispanic/Latino and African American students are overrepresented in their enrollment at community colleges and underrepresented at universities.
- Disproportionate numbers of Hispanic/Latino and African American students who enroll in college fail to attain an undergraduate degree.
- Hispanic/Latinos are underrepresented in each of the professional occupational categories within the professional workforce of the public institutions of higher education.

This report summarizes the activities and progress achieved in 2006 to ensure that Connecticut's public colleges and universities are representative of the state's racial and ethnic diversity.

BACKGROUND OF THE STRATEGIC PLAN

Creation of a **Strategic Plan to Ensure Racial and Ethnic Diversity in Connecticut Public Higher Education** was among the original statutory mandates assigned to the Board of Governors of Higher Education by its 1982 enabling legislation. As stated in statute, the purpose of the plan is to “ensure that students, faculty, administrators and staff at each public institution are representative of the racial and ethnic diversity of the total population of the state.”

Adopted in 1983, the Board’s **Strategic Plan** requires each public college and university to develop its own annual approach for expanding diversity among students based on the following goals:

- **to enroll** African American, Hispanic/Latino, Asian American and Native American students in proportions that reflect each group’s representation in the college’s service area.
- **to retain** African American, Hispanic/Latino, Asian American and Native American students in proportions equal to the rate achieved by the college’s student body as a whole.
- **to graduate** African American, Hispanic/Latino, Asian American and Native American students in proportions that reflect each group’s representation in the college’s student population.

In 1996, the Board of Governors reaffirmed these goals when it revised its original **Strategic Plan** following an extensive assessment of the plan’s effectiveness. As a result, each public college and university is now required to have:

- **measurable objectives** consistent with diversity goals and strategies to achieve them,
- **an action plan** for systemic implementation of strategies to attain goals and
- **an evaluation plan** to document progress toward meeting objectives and to inform decision-making about needed alterations and new directions.

A college may demonstrate progress toward the attainment of their student diversity goals by: (1) maintaining a representative level of goal attainment, (2) reaching its representative level of goal attainment, or (3) by closing by one-half the existing gap between the representative level of goal attainment and the college’s current level of goal attainment. Portions of the Minority Advancement Program (MAP) funds are distributed to reward and support public institutions for their efforts to meet their goals. In fact, the MAP component known as the Connecticut College Access and Success (ConnCAS) Program is Connecticut higher education’s only performance-based grant program.

In fall 2002, the Commissioner of Higher Education issued a Request-For-Plans to each of the state’s public institutions of higher education. The state’s public institutions of higher education include 12 two-year colleges (collectively known as the Connecticut Community College system) and 6 four-year institutions (the University of Connecticut, the four campuses of the Connecticut State University system and Charter Oak State College). This Request required the institutions to submit five-year plans

known as the *Strategic Plan to Promote the College Access and Success of Underrepresented Minority Students* to the Department's Office of Educational Opportunity. Within these plans, the institutions established student diversity goals for the enrollment, retention and graduation for each of the four underrepresented minority groups as prescribed the three perimeters discussed in the proceeding paragraph.

SUCCESS IN ACHIEVING STUDENT GOALS

Data regarding student enrollment and graduation are forwarded annually by each public institution to the Department of Higher Education. This data demonstrates that Connecticut's public colleges and universities are becoming more diverse every year, and 2006 was a continuation of a long-standing trend. The numbers of students and graduates from minority groups are higher than ever. Retention data, aggregated by racial and ethnic groupings, are not compiled as frequently. The Appendix contains tables summarizing: (1) institutions' levels of goal attainment in minority enrollment and graduation for the most recent reporting period; and (2) projections as to goal attainment in those two domains at the end of the five-year plan period. These projections, summarized below in Table 1, are based solely upon institutional performances in Year 1 through Year 3 in comparison to baseline data (year 2002) of the institutions' five-year strategic plans.

Race/Ethnicity	Enrollment		Graduation	
	Goal Has Been Or Will Be Achieved	Not Likely Goal Will Be Achieved	Goal Has Been Or Will Be Achieved	Not Likely Goal Will Be Achieved
Hispanic/Latino	12	6	11	7
African American	14	4	13	5
Asian American	17	1	16	2
Native American	18	0	18	0
TOTAL	61	11	58	14

In the area of enrollment, out of 72 possible instances – 18 institutions multiplied by 4 minority groups – only 11 situations are problematic. Of those instances where projections indicate that an institution's enrollment goal will not be achieved by the end of the five-year plan period, ten involve Hispanic/Latino or African American students – all at four-year institutions. As for graduation goals, 14 are problematic – 12 of which involve Hispanic/Latino or African American students with most (10) occurring at four-year institutions. It is anticipated that 9 of the 12 community colleges will achieve their goals for both the enrollment and graduation of each minority group by the end of their current five-year strategic plans. At the other 3 community colleges, the graduation goal will not be achieved for only 1 of the 4 minority groups.

MINORITY ENROLLMENT

Last fall, the state's public colleges and universities enrolled 95,776 undergraduate students of whom 24,278 or 25.3 percent were members of the four underrepresented minority groups. The change in minority enrollment is an increase of 741 or 3.1 percent over fall 2005. From fall 1996 through fall 2006, minority enrollment has grown by 58.8 percent – an average annual growth rate of slightly more than 4.7 percent. Comparatively, from fall 1986 to fall 1996, the number of minority students enrolled in the public institutions grew by 74.7 percent - an average annual increase of more than 5.6 percent. After a tremendous surge in the number of minority students enrolled in the public institutions during the early years of the **Strategic Plan**, there has been a continuous, for the most part, increase in their enrollment numbers but in recent years the rate of growth has been lower than the period of the late 1980s through the early 1990s. Table 2 below depicts period of growth in minority enrollment.

Table 2
Enrollment of Minority Group Members
in Connecticut Public Higher Education in five-year intervals

<u>Year</u>	<u>Percentage</u>	<u>Number</u>	<u>Percent Change in Number Between Five-Year Intervals</u>
2006	25.3	24,278	
			22.4
2001	22.5	19,819	
			29.6
1996	18.9	15,289	
			22.5
1991	13.8	12,482	
			42.7
1986	10.4	8,750	

Nevertheless, the 2006 minority enrollment percentage exceeds the representation of these groups in the state's general population which stands at 23.5 percent based upon U.S. Census estimates for 2005, and continues a trend begun in 1997. This data is disaggregated below in Table 3.

Table 3
Fall 2006 Undergraduate Student Enrollment
in Public Higher Education by Racial/Ethnic Group

(percentages are rounded to the nearest tenth)

<u>Race/Ethnicity</u>	<u># of Students</u>	<u>% of All Students</u>
Hispanic/Latino	9,169	9.6
African American	10,968	11.5
Asian American	3,797	4.0
Native American	344	0.4
Underrepresented Minorities	24,278	25.3
All Students	95,776	100.0

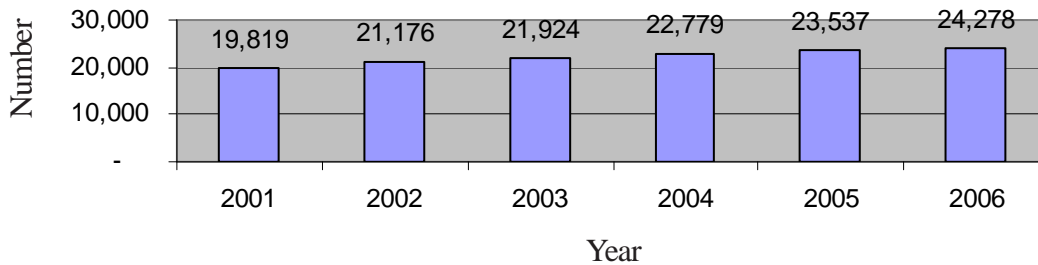
As illustrated in Table 4 below, Hispanic/Latino is the only minority group whose enrollment level does not exceed its population percentage, for public higher education as a whole. Asian American and Native American students have achieved representative parity in their enrollment levels at each of the state's higher education systems. Hispanic/Latino and African American students have achieved representative parity only at the Community College system.

	Population %	Fall 2006 Enrollment %	2005-06 Degree %
Total Minority	23.5	25.3	18.9
By Group			
Hispanic/Latino	10.9	9.6	6.6
African American	9.2	11.5	8.2
Asian American	3.2	4.0	3.7
Native American	0.2	0.4	0.5
By System			
University of Connecticut	23.5	19.4	15.2
Hispanic/Latino	10.9	5.8	4.3
African American	9.2	5.9	4.4
Asian American	3.2	7.3	6.1
Native American	0.2	0.4	0.5
Connecticut State University	23.5	18.0	15.4
Hispanic/Latino	10.9	6.0	5.5
African American	9.2	8.9	6.8
Asian American	3.2	2.7	2.7
Native American	0.2	0.4	0.4
Community Colleges	23.5	32.5	27.1
Hispanic/Latino	10.9	13.4	10.4
African American	9.2	15.5	13.9
Asian American	3.2	3.2	2.4
Native American	0.2	0.3	0.4

NOTE: the highlighted data indicates representative parity has been achieved.

As depicted in Graph 1 below, minority enrollment has risen by 4,459 students or 22.5 percent over the course of the past five years. In contrast, non-minority enrollment grew only by 4.5 percent over the same period.

Graph 1
 Minority Undergraduate Enrollment
 Connecticut Public Higher Education
 Fall 2001 - Fall 2006



The presence of minority students within each system of the public higher education sector, however, varies greatly and does not exemplify representative distribution (Graph 2). Among the minority students attending the state's public institutions, 62 percent of all minorities are enrolled in the Connecticut Community College system (CCC), about 21 percent attend Connecticut State University (CSU) campuses and 17 percent matriculate at the University of Connecticut (UConn). In contrast to these figures, among non-minority students attending the state's public colleges and universities in fall 2006, 44 percent attend CCC campuses, 33 percent attend CSU and 23 percent attend UConn.

Graph 2
 Fall 2006 Minority Undergraduate
 Enrollment by Institutional Systems
 Connecticut Public Higher Education

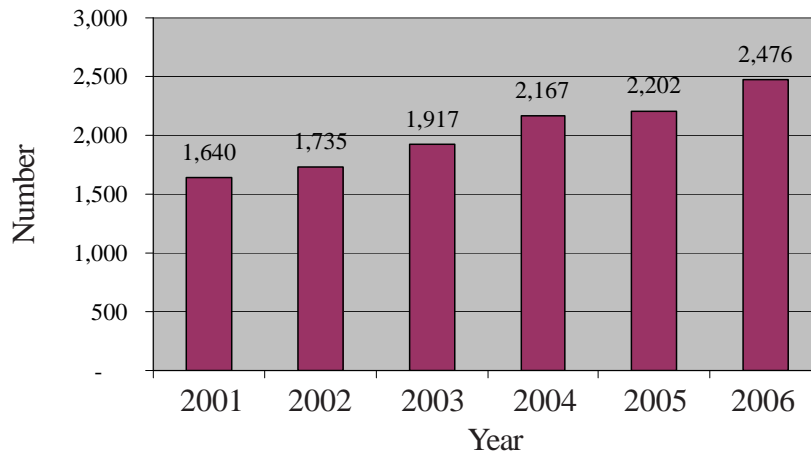


While there have been significant numerical changes in the total number of minority students attending public institutions over the past five years, there has been little shifting in the distribution of minority students among the three public higher education systems. From 2001 to 2006, the proportion of all minority students enrolled in public institutions who are enrolled at UConn moved from 14.2 percent to 16.4 percent; at CSU from 24.1 percent to 20.8 percent and at CCC from 61.7 percent to 62.8 percent. Over this five-year period, the Community College system experienced the largest increase in the number of enrolled minority students – an increase of 2,857 students or 23.3 percent. Numerically, the UConn system experienced an increase of 1,068 or 36.1 percent. CSU experienced an increase of 534 or 11.6 percent.

Degrees Conferred to Minority Students

The number of minority students who received associate and bachelor's degrees grew to 2,476 or 18.9 percent of all undergraduate degrees during the 2005-06 academic year. The number of minority undergraduates receiving degrees increased by 274 or 12.4 percent from the 2004-05 academic year – the largest numerical increase ever. In contrast to the enrollment trends discussed above where minority group members have experienced the greatest growth in the earlier years of the report period, graduation rates for minority group members have grown to a greater degree in recent years. From the 2000-01 academic year through the 2005-06 academic year, the average annual growth in the number of minority undergraduates receiving degree was more than 9.1 percent. Improved academic preparation and/or more effective efforts to assist minority group members to persist through graduation may expand this development.

Graph 3
Degrees Awarded to Minority Undergraduates
Connecticut Public Higher Education
2001-2006



The lowest levels of annual growth occurred during the 1995-06 academic year through the 2000-01 academic year when the average was 2.0 percent. Table 5 below depicts period of growth in minority graduation.

The data regarding the minority undergraduate degree recipients during the 2005-06 academic year is disaggregated by the four minority groups in Table 6. The minority proportion of degree recipients [18.9 percent] constitutes 80 percent of their population representation [23.5 percent].

Table 5
Graduation of Minority Group Members
in Connecticut Public Higher Education in five-year intervals

<u>Year</u>	<u>Percentage</u>	<u>Number</u>	<u>Percent Change in Number Between Five-Year Intervals</u>
2005-06	18.9	2,476	54.7
2000-01	16.4	1,601	10.2
1995-96	13.3	1,453	50.1
1990-91	8.7	968	29.1
1986-87*	7.3	750	

*1985-86 data is not available

Table 6
Undergraduate Degree Recipients
in Public Higher Education by Racial/Ethnic Group
2005-06 Academic Year
(percentages are rounded to the nearest tenth)

<u>Race/Ethnicity</u>	<u># of Students</u>	<u>% of All Students</u>
Hispanic/Latino	858	6.6
African American	1,076	8.2
Asian American	479	3.7
Native American	63	0.5
Underrepresented Minorities	2,476	18.9
All Students	13,092	100.0

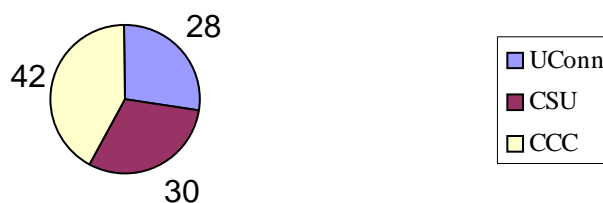
Source: Department of Higher Education – 2005-06 Graduation Report

Mirroring overall enrollment patterns, the number of degrees awarded to minorities was not distributed proportionately among the state's public higher education systems. Minus the 149 degrees awarded by Charter Oak State College, the Connecticut Community College system conferred the largest number at 987 or 42 percent of all degrees conferred to minority group members. The Connecticut State University system was next with 693 degrees, or 30 percent. Nearly 28 percent or 647 were awarded by the University of Connecticut.

In contrast to these figures, among non-minority students graduating from the state's public colleges and universities during the 2005-06 academic year, 26 percent received their degrees from CCC campuses, 38 percent from CSU campuses and 36 percent from UConn.

In comparison to the recent distribution of undergraduate degree recipients among minority students, ten years ago (the 1995-96 academic year) the community colleges conferred 48 percent of all undergraduate degrees conferred to minorities, 30 percent by the CSU system and 22 percent by UConn. This recent distribution is depicted in Graph 4.

Graph 4
2005-06 Graduation of Minority Students by Institutional
Systems Connecticut Public Higher Education

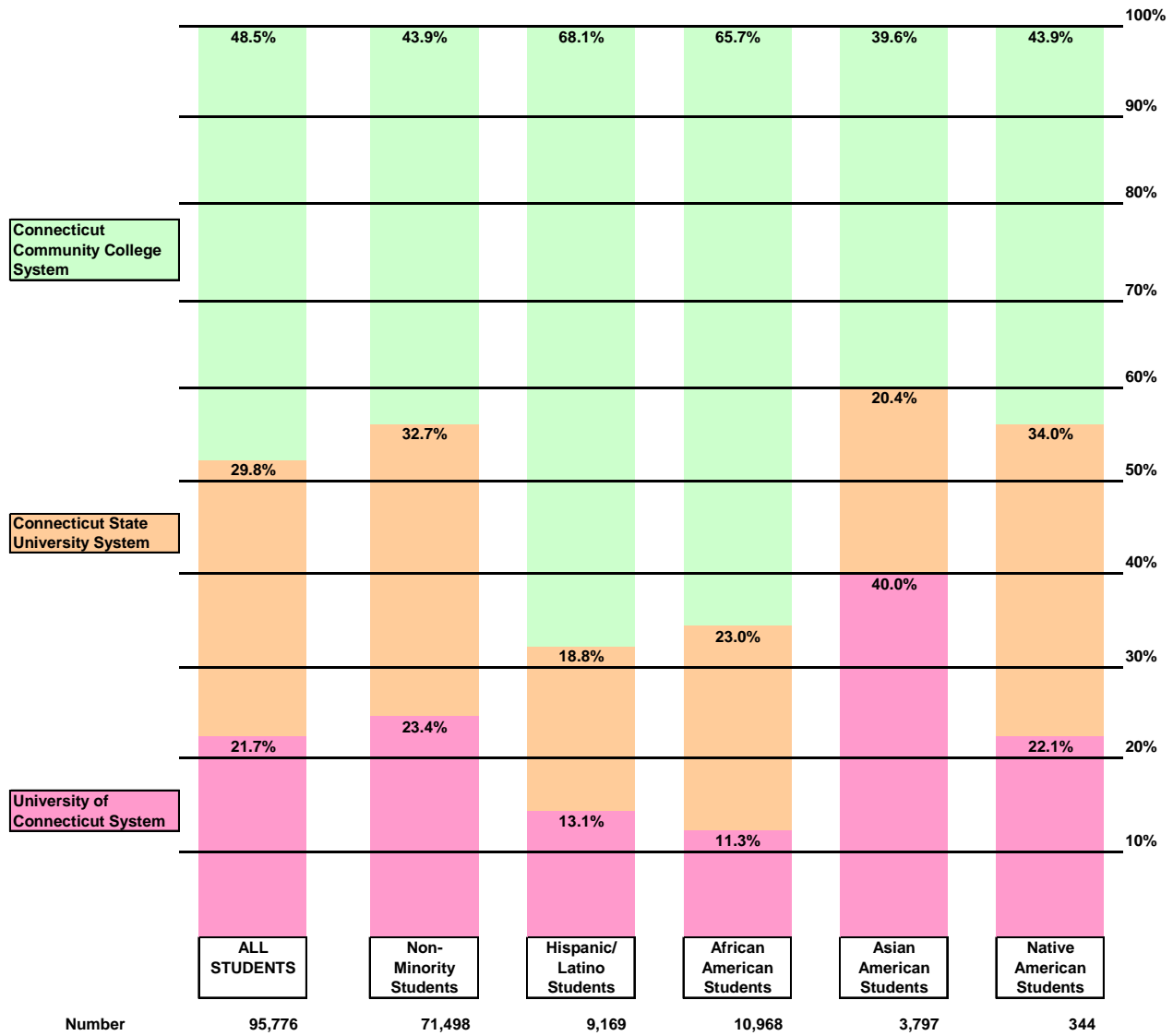


The data depicted in Graphs 2 and 4 are disaggregated by the four underrepresented minority groups in Graphs 5 and 6 at the end of this narrative.

As depicted above in Table 2, Asian American and Native American students have achieved representative parity in their graduation levels within public higher education as a whole and at each of the state's higher education systems. African American students have achieved representative parity at the Community College system and Hispanic/Latinos students are very close to achieving that distinction.

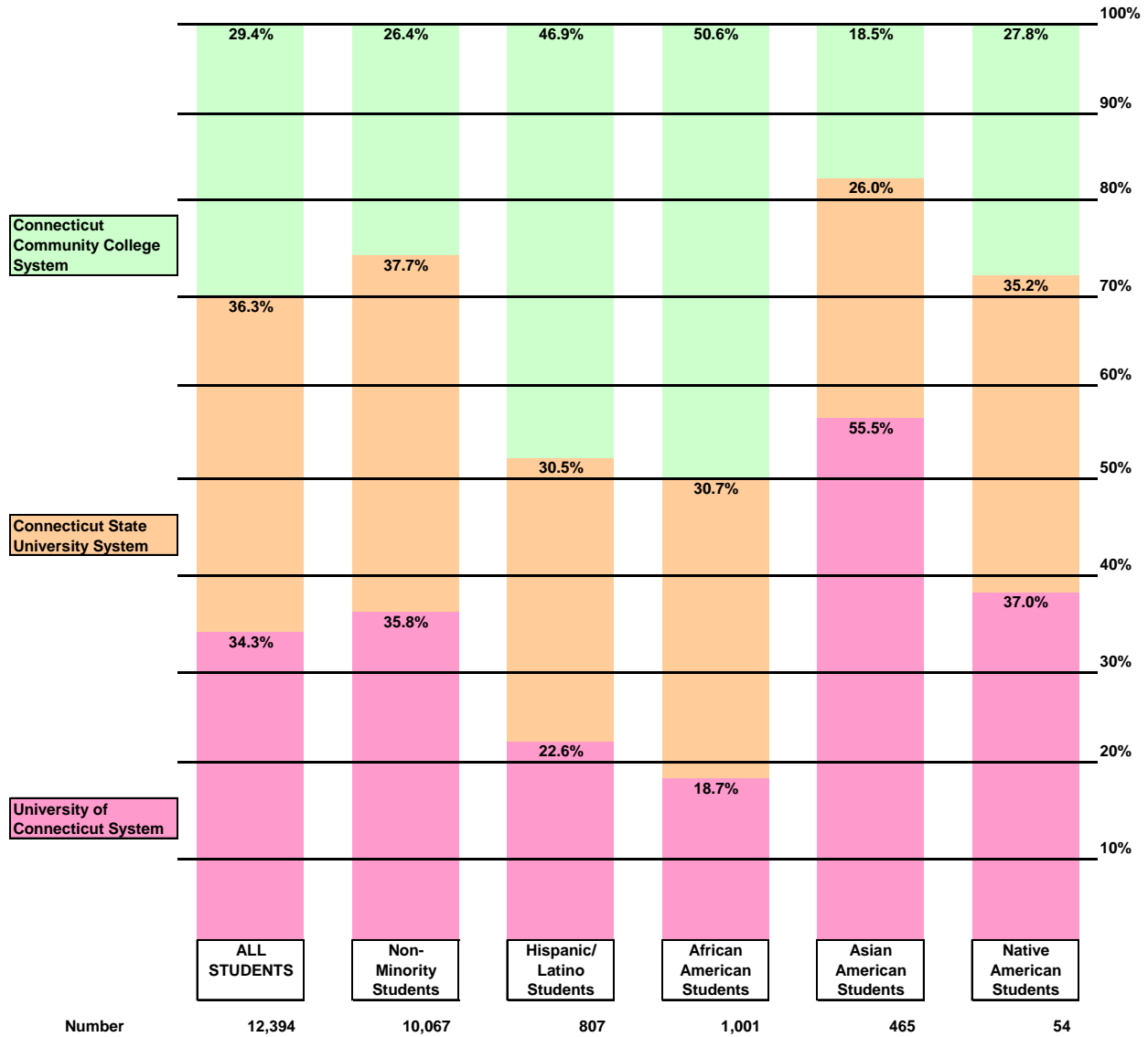
Each of the minority groups is overrepresented among community college students. This finding is neither surprising nor troubling given the unique mission of the community colleges and their open admission policies. It is also instructive to note that nearly two-thirds (65.0 percent in fall of 2005) of all minority students attending community college typically do so at four of the system's 12 institutions – Capital Community College, Gateway Community College, Housatonic Community College and Norwalk Community College – all situated within or near urban cities with large minority populations. These institutions also awarded nearly two-thirds (65.4 percent) of the associate degrees conferred to minority students by the community colleges during the 2004-05 academic year.

Graph 5
 The Distribution of Underrepresented Undergraduate Students
 Enrolled in the Public Higher Education Systems
 (Fall 2006)



NOTE: Charter Oak State College's 1,711 enrolled students are excluded from this analysis.

Graph 6
 The Distribution of Underrepresented Undergraduate Degree Recipients
 Awarded by the Public Higher Education Systems
 (2005-06 Academic Year)



NOTE: Charter Oak State College's 698 graduates are excluded from this analysis.

EXPANDING THE EDUCATION PIPELINE

To help public colleges and universities meet statewide goals and bolster their own campus-led activities, the Department of Higher Education conducts the **Minority Advancement Plan (MAP)** which consists of three initiatives.

The first initiative - the **Connecticut College Access and Success (ConnCAS) Program** - provides incentive grants to public institutions of higher education to support outreach, admission and retention activities in the implementations of their respective *Strategic Plan to Promote the College Access and Success of Underrepresented Minority Students*. During the 2006-07 program year, the Department awarded \$635,500 in ConnCAS Grants to 17 public colleges and universities. The size of the institutional grants is based upon performance in the enrollment and graduation of underrepresented students. Nine of the grants were awarded to smaller institutions for general outreach and retention activities. The larger grants were awarded to the remaining eight institutions with large underrepresented minority populations for specialized transitional and retention activities for specific students.

Students enrolled in ConnCAS-supported programs marginally meet the institutions' admission criteria. Providing such students with a transitional summer program affords them opportunities to become integrated into the social and academic life of the institution. Students in such programs typically take at least one credit-bearing, introductory college-level course. Combined with supportive services, including tutoring and counseling during the regular school year, these activities greatly increase the students' retention and the likelihood that they will graduate. Among the 287 who participated in ConnCAS-supported summer 2003 transitional programming, 186 or 64.8 continued their enrollment during the spring semester of 2005 – the 4th semester since this cohort entered college in fall 2003. It is instructive to note that the first year of college enrollment is the most critical, especially for students admitted to college with marginal levels of academic preparation

The second and largest state-funded component of MAP is the **Connecticut Collegiate Awareness and Preparation (ConnCAP) Program**. This program is designed to stimulate linkages between public and independent colleges and targeted school districts that will motivate and better prepare middle school and high school youths who are under-achievers and who come from low-income families and/or where neither parent holds a bachelor's degree. The Department awards ConnCAP Grants to eligible partnerships on a competitive basis. The 2006-07 program year is Year 5 of a five-year funding cycle for ConnCAP programs. For Year 5, the Department awarded ConnCAP programs nearly \$1.8 million.

ConnCAP programs typically provide students with six weeks of summer intensive instruction in English, mathematics, natural sciences, social sciences and foreign languages. Supplemental activities may include study and life skills and cultural activities. During the school year, ConnCAP helps students through tutoring, counseling and career exploration. High school seniors and parents receive special help with college and financial aid applications.

For the 2006-07 program year, the ConnCAP programs serves approximately 800 students. The individual programs and their service areas are listed below.

**Connecticut Collegiate Awareness and Preparation Program
(ConnCAP)**

Program Service Areas and Population

Organization	Service Area(s)
Capital Community College	Bloomfield, East Hartford Windsor
Central Connecticut State University	New Britain
Eastern Connecticut State University	New London and Norwich
Eastern Connecticut State University	Windham
Naugatuck Valley Community College	Waterbury
Southern Connecticut State University	New Haven
University of Bridgeport	Bridgeport
University of Connecticut	Hartford
University of Connecticut Health Center	Statewide
Wesleyan University	Middletown, Meriden, Portland
Western Connecticut State University	Danbury

Connecticut Collegiate Awareness and Preparation Program (ConnCAP) Programs

Type of Programming July 1, 2006 – June 30, 2007

General Programming –

Grantee implements Summer Program and Academic Year Program as prescribed in ConnCAP Program Guidelines. Curriculum and activities are generalized, stressing preparation for college.

- 1) Capital Community College
- 2) Central Connecticut State University
- 3) Eastern Connecticut State University (New London and Norwich)
- 4) Eastern Connecticut State University (Windham)
- 5) Naugatuck Valley Community College
- 6) University of Connecticut
- 7) Wesleyan University
- 8) Western Connecticut State University

Special Emphasis Programming –

Grantee places a special emphasis upon a curriculum area(s) or preparation for a specific career area(s). Grantee does not implement both Summer Program and Academic Year Program as prescribed in ConnCAP Program Guidelines or does not do so for all participants.

University of Connecticut Health Center – Pre-Medical, Pre-Dental, Allied Health

General/Special Emphasis Programming –

Grantee places a special emphasis upon a curriculum area(s) or preparation for a specific career area(s). Grantee implements Summer Program and Academic Year Program as prescribed in ConnCAP Program Guidelines.

- 1) Southern Connecticut State University - Teacher Preparation
- 2) University of Bridgeport - Engineering, Math & Science

In August 2005, the Department of Higher Education received a six-year \$18 million from the U.S. Department of Education to continue implementation of its **Connecticut State GEAR UP Project**. Initially launched in September 1999, the GEAR UP Project is administered by the Department's Office of Educational Opportunity as the third component of the Minority Advancement Program.

GEAR UP is a federal discretionary grant program designed to increase the number of low-income students prepared to enter and succeed in postsecondary education. GEAR UP initiatives supplement school reform efforts, offer services that promote academic preparation and understanding of college costs, and provide professional development of teachers and administrators at high-poverty middle and high schools.

During its initial six-year funding cycle, the Connecticut State GEAR UP Project focused on mathematics, based on research showing that students who take upper level math courses in high school are better prepared and more likely to graduate from college. The Project's principle goal was to increase the number of 8th graders taking and successfully completing Algebra I, expecting that these students would subsequently take advanced math courses. Project outcomes included substantial curriculum change, including elimination of low-level math courses in both middle and high schools, and the establishment of new graduation requirements. During the second funding period, the Project will continue to emphasize math but broader focus will be placed on academic rigor to improve student achievement. Research has identified the rigor of high school curriculum as the strongest factor associated with students enrolling and graduating from college.

The Project's need is documented by low student performance levels on state assessment tests at its target schools in Bridgeport and New Haven. This documentation of students' need to improve their level of academic performance aligns the Project with the needs of target school districts and target schools, all of which have been designated as "in need of improvement."

The Project's staff, in partnership with school district and school staff will implement an array of 30 student or parent activities and systemic change activities as elements the target schools' improvement plans. It is expected that this partnership will further the development of a college-going culture at the target schools and have a positive, enduring influence upon students' academic performance and parental involvement.

Additionally, the Connecticut State GEAR UP Projects awards \$1 million annually in college scholarships to low-income students in the target areas. The scholarship component is intended to wholly or partially fill the gap between financial aid packages and colleges costs. In some instances, the GEAR UP Connecticut College Scholarship displaces student loans. The Project's first cohort of students - who were 7th graders during the 1999-2000 school year - graduated in June 2005. A total of 241 members of the Project's Class of 2005 received four-year college scholarships. The Project's Class of 2006 college scholarship funds were awarded to 63 participants. They will share a pool of \$1M over a five-year period. Their scholarship awards are renewable for four academic years. Previously, from fall of 2000 through spring 2005, a total of 421 participants in ConnCAP, ConnCAS and other pre-college programs received \$4,312,413 in college scholarships from the Connecticut State GEAR UP Project.

ACHIEVING PARITY AMONG PROFESSIONAL WORKFORCE

In a manner similar to its student diversity goals, the Board of Governors' *Strategic Plan to Ensure Racial and Ethnic Diversity in Connecticut Public Higher Education* seeks to ensure that (1) officials/administrators, (2) faculty members, and (3) professional staff members employed by the state's public colleges and universities are representative of the racial and ethnic composition of the state's population as a whole. Individuals employed in those occupational categories are regarded as the institutions' professional workforce.

The Board of Governors requires that each public college and university develop plans to employ Hispanic/Latinos, African Americans, Asian Americans and Native Americans among the institutions' full-time professional workforce in proportions reflective of each group's representation in the institution's availability pool. Since state statutes require each institution to develop annual affirmative action plan with similar objectives, those plans are accepted by the Board of Governors as meeting this requirement.

In recent years each public college and university has submitted a **Staff Diversity in Full-Time Employment** form to the Department of Higher Education's Office of Educational Opportunity at the end of the calendar year. Those forms have been utilized to document the aggregated professional employment of minority group members in public higher education in the state. Previously, this data was reported as a percentage of the total professional workforce and compared to minority proportion of the general population. However, a more appropriate gauge for the employment of minority group members by the public institutions is a comparison of their availability for employment opportunities and their actual employment levels.

When constructing their annual affirmative action plans, the institutions conduct analyses to determine whether or not racial/ethnic-gender groupings are "fully and fairly" represented in their workforce. Each institution computes the availability of 8 racial/ethnic-gender groups employing a number of informational and data sources. These availability figures are then compared to actual employment (utilization) of the racial/ethnic-gender groups. Accordingly, in addition to the staff diversity form discussed above, each public college and university was required to submit a part two staff diversity form, listing the results of their availability analyses for the three occupational categories within the professional workforce.

These two forms provide snap-shot depictions at the public colleges and universities at separate points in time for each institution and their availability analyses are conducted employing different informational and data sources. Additionally, adjustments for vacancies and other changes in utilization were not possible given the absence of computation factors. Thus, the comparisons discussed below are not perfect measures but practical indicators of the degree to which minority group members are "fully and fairly" represented in the institution's professional workforce.

SUCCESS IN ACHIEVING STAFF GOALS

In an aggregated sense, the minority groups are overrepresented among administrators/ officials [+23 in number and +36.5 percent], underrepresented among faculty members [-31 in number and -4.6 percent] and underrepresented as professional staff members [-8 in number and -1.1 percent]. When the data is disaggregated by minority group: Hispanic/Latinos are slightly underrepresented among administrators/officials, slightly underrepresented among faculty members and slightly underrepresented as professional staff members. African Americans are considerably overrepresented among administrators/officials, moderately underrepresented among faculty members and minutely underrepresented as professional staff members. Others (a term utilized in the state's affirmative action plans for the combination of Asian and Native Americans) are moderately overrepresented among administrators/officials, slightly overrepresented among faculty members and minutely overrepresented as professional staff members. This data is presented below in Table 7:

<u>Minority Group</u>	<u>Officials/ Administrators</u>	<u>Faculty</u>	<u>Professional Staff</u>	<u>TOTAL</u>
Hispanic/Latino				
Actual Number	15	136	184	335
Number at Parity	17	156	196	369
Difference	-2	-20	-12	-34
African American				
Actual Number	58	184	332	574
Number at Parity	37	234	335	606
Difference	+21	-50	-3	-32
Other				
Actual Number	13	320	202	535
Number at Parity	9	281	195	485
Difference	+4	+39	+7	+50
ALL MINORITIES				
Actual Number	86	640	718	1,444
Number at Parity	63	671	726	1,460
Difference	+23	-31	-8	-16

Source: "2006 Staff Diversity in Full-Time Employment" reports

When the comparative data is disaggregated by institutional system: Minority group members are moderately underrepresented among administrators/officials, minutely over-represented among faculty members and slightly underrepresented as professional staff members at the University of Connecticut system. At the Connecticut State University system, minority group members are considerably overrepresented among administrators/officials, minutely underrepresented among faculty members and moderately overrepresented as professional staff members. At the Connecticut Community College system, minority group members are substantially overrepresented among administrators/officials, moderately underrepresented among faculty members and moderately overrepresented as professional staff members. Tables 8A through 8D on the following pages present the comparative data disaggregated by minority group and by institutional systems and individual institutions.

Eastern Connecticut State University earns the distinction of being the only institution to have achieved parity or overrepresentation in the employment of each minority grouping for each of the professional occupational categories. Others achieving levels of attainment above the system/institutional median are: Capitol Community College, Norwalk Community College, the Connecticut State University system, Central Connecticut State University, Gateway Community College, Housatonic Community College and Middlesex Community College.

Table 8A
 2006 Minority Employment
 Connecticut Public Higher Education
 Officials/Administrators

Institution	Hispanic/ Latino		African American		Asian American		Native American		ALL MINORITIES	
	#	%	#	%	#	%	#	%	#	%
University of Connecticut	1	0.4	16	6.5	6	2.4	0	0.0	23	9.3
UConn, Storrs	1	1.1	10	11.6	2	2.3	0	0.0	13	15.1
UConn Health Center	0	0.0	6	3.8	4	2.5	0	0.0	10	6.3
Connecticut State University	8	5.2	21	13.7	4	2.6	0	0.0	33	21.6
Central	0	0.0	6	16.7	1	2.8	0	0.0	7	19.4
Eastern	5	13.5	3	8.1	1	2.7	0	0.0	9	24.3
Southern	1	2.9	6	17.6	1	2.9	0	0.0	8	23.5
Western	2	4.3	6	13.0	1	2.2	0	0.0	9	19.6
Community Colleges	6	4.4	20	14.6	2	1.5	0	0.0	28	20.4
Asnuntuck	0	0.0	1	12.5	0	0.0	0	0.0	1	12.5
Capital	0	0.0	4	40.0	0	0.0	0	0.0	4	40.0
Gateway	1	6.3	3	18.8	0	0.0	0	0.0	4	25.0
Housatonic	1	10.0	1	10.0	0	0.0	0	0.0	2	20.0
Manchester	1	5.5	2	11.1	0	0.0	0	0.0	3	16.7
Middlesex	2	22.2	2	22.2	1	11.1	0	0.0	5	55.5
Naugatuck Valley	0	0.0	1	5.9	1	5.9	0	0.0	2	11.7
Northwestern CT	0	0.0	1	14.3	0	0.0	0	0.0	1	14.3
Norwalk	0	0.0	1	8.3	0	0.0	0	0.0	1	8.3
Quinebaug Valley	1	11.1	0	0.0	0	0.0	0	0.0	1	11.1
Three Rivers	0	0.0	3	27.3	0	0.0	0	0.0	3	27.3
Tunxis	0	0.0	1	10.0	0	0.0	0	0.0	1	10.0
Total	15	2.8	57	10.6	12	2.2	0	0.0	84	15.7

Table 8B
 2006 Minority Employment
 Connecticut Public Higher Education
Faculty Members

Institution	Hispanic/ Latino		African American		Asian American		Native American		ALL MINORITIES	
	#	%	#	%	#	%	#	%	#	%
University of Connecticut	68	3.9	58	3.4	199	11.5	4	0.2	329	19.0
UConn, Storrs	51	4.1	46	3.9	121	9.8	4	0.3	222	17.9
UConn Health Center	17	3.5	12	2.4	78	15.9	0	0.0	107	21.8
Connecticut State University	49	4.2	74	6.3	86	7.3	3	0.3	212	18.0
Central	20	5.0	26	6.5	35	8.8	0	0.0	81	20.3
Eastern	12	6.3	13	6.8	16	8.3	2	1.0	43	22.4
Southern	10	2.5	27	6.8	21	5.3	1	0.3	59	14.8
Western	7	3.9	8	4.2	14	7.4	0	0.0	29	15.3
Community Colleges	25	3.2	56	7.2	28	3.6	6	0.8	115	14.7
Asnuntuck	0	0.0	2	8.0	0	0.0	0	0.0	2	8.0
Capital	6	9.7	8	12.9	1	1.6	0	0.0	15	24.2
Gateway	4	4.3	7	7.4	8	8.5	1	1.1	20	21.3
Housatonic	4	5.6	5	7.0	1	1.4	2	2.8	12	16.9
Manchester	2	1.9	11	10.4	6	5.7	0	0.0	19	17.9
Middlesex	1	2.6	3	7.7	8	20.5	0	0.0	12	30.8
Naugatuck Valley	3	3.2	6	6.3	0	0.0	0	0.0	9	9.5
Northwestern CT	0	0.0	2	6.5	0	0.0	0	0.0	2	6.5
Norwalk	2	2.1	6	6.2	0	0.0	0	0.0	8	8.3
Quinebaug Valley	1	3.4	2	6.9	1	3.4	1	3.4	5	17.2
Three Rivers	1	1.4	3	4.2	2	2.8	2	2.8	8	11.1
Tunxis	1	1.7	1	1.7	1	1.7	0	0.0	3	5.0
Total	142	3.8	188	5.1	313	8.5	13	0.4	656	17.8

Table 8C
 2006 Minority Employment
 Connecticut Public Higher Education
Professional Staff Members

Institution	Hispanic/ Latino		African American		Asian American		Native American		ALL MINORITIES	
	#	%	#	%	#	%	#	%	#	%
University of Connecticut	118	3.7	210	6.5	136	4.2	7	0.2	471	14.7
UConn, Storrs	62	3.5	92	5.1	67	3.7	7	0.4	228	12.7
UConn Health Center	56	3.9	118	8.3	69	4.8	0	0.0	243	17.1
Connecticut State University	43	6.5	57	8.6	27	4.1	0	0.0	127	19.1
Central	19	9.2	16	7.8	7	3.4	0	0.0	42	20.4
Eastern	8	6.0	16	11.9	5	3.7	0	0.0	29	21.6
Southern	8	3.9	21	10.3	6	3.0	0	0.0	35	17.2
Western	8	6.6	4	3.3	9	7.4	0	0.0	21	17.2
Community Colleges	33	5.7	70	12.2	27	4.7	2	0.3	132	23.0
Asnuntuck	1	3.7	2	7.4	3	11.1	0	0.0	6	22.2
Capital	4	9.3	11	25.6	3	7.0	0	0.0	18	41.9
Gateway	5	9.1	8	14.5	1	1.8	0	0.0	14	25.5
Housatonic	0	0.0	9	19.1	4	8.5	1	2.1	14	29.8
Manchester	9	12.3	12	16.4	2	2.7	1	1.4	24	32.9
Middlesex	1	2.4	3	7.3	3	7.3	0	0.0	7	17.1
Naugatuck Valley	2	4.7	0	0.0	1	2.4	0	0.0	3	7.1
Northwestern CT	1	2.4	1	2.4	2	4.9	0	0.0	4	9.8
Norwalk	5	6.8	12	16.2	4	5.4	0	0.0	21	28.4
Quinebaug Valley	3	10.7	1	3.6	1	3.6	0	0.0	5	17.9
Three Rivers	2	4.2	6	12.5	2	4.2	0	0.0	10	20.8
Tunxis	0	0.0	5	9.1	1	1.9	0	0.0	6	10.9
Total	194	4.4	337	7.6	190	4.3	9	0.2	730	16.4

Table 8D
 2006 Minority Employment
 Connecticut Public Higher Education
ALL PROFESSIONALS

Institution	Hispanic/ Latino		African American		Asian American		Native American		ALL MINORITIES	
	#	%	#	%	#	%	#	%	#	%
University of Connecticut	187	3.6	284	5.5	341	6.6	11	0.2	823	15.8
UConn, Storrs	114	3.7	148	4.7	190	6.1	11	0.4	463	14.9
UConn Health Center	73	3.5	136	6.6	151	7.3	0	0.0	360	17.4
Connecticut State University	100	5.0	152	7.6	117	5.9	3	0.2	372	18.6
Central	39	6.1	48	7.5	43	6.7	0	0.0	130	20.3
Eastern	25	6.9	32	8.8	22	6.1	2	0.3	81	22.3
Southern	19	3.0	54	8.5	28	4.4	1	0.2	102	16.0
Western	17	4.7	18	5.0	24	6.7	0	0.0	59	16.5
Community Colleges	64	4.3	146	10.0	57	3.8	8	0.5	275	18.4
Asnuntuck	1	1.7	5	8.3	3	5.0	0	0.0	9	15.0
Capital	10	8.7	23	20.0	4	3.5	0	0.0	37	32.2
Gateway	10	6.1	18	10.9	9	5.5	1	0.6	38	23.0
Housatonic	5	3.9	15	11.7	5	3.9	3	2.3	28	21.9
Manchester	12	6.1	25	12.7	8	4.1	1	0.5	46	23.4
Middlesex	4	4.5	8	9.0	12	13.5	0	0.0	24	27.0
Naugatuck Valley	5	3.2	7	4.5	2	1.3	0	0.0	14	9.1
Northwestern CT	1	1.3	4	5.1	2	2.5	0	0.0	7	8.9
Norwalk	7	3.8	19	10.4	4	2.2	0	0.0	30	16.4
Quinebaug Valley	5	7.6	3	4.5	2	3.0	1	1.5	11	16.7
Three Rivers	3	2.3	12	9.2	4	3.1	2	1.5	21	16.0
Tunxis	1	0.8	7	5.6	2	1.6	0	0.0	10	8.0
Total	351	4.0	582	6.7	515	5.9	22	0.3	1,470	16.9

Appendix Table A.1
 Institutional Student Diversity Goals
 Strategic Plan's Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Enrollment of Hispanic/Latino Students
 (Headcount - Enrollment levels by percentages)

INSTITUTION	DESIRED GOAL LEVEL	STUDENT ENROLLMENT		Projection to end of Plan period
		Baseline Fall 2002	Plan Year 3 of 5 Fall 2006	
Asnuntuck Community College	3.4	3.9	5.0	Continue goal attainment
Capital Community College	27.9	23.7	28.1	Continue goal attainment
Gateway Community College	9.5	12.2	13.3	Continue goal attainment
Housatonic Community College	12.7	20.3	21.4	Continue goal attainment
Manchester Community College	5.7	8.8	9.6	Continue goal attainment
Middlesex Community College	7.1	6.9	9.1	Continue goal attainment
Naugatuck Valley Community College	9.5	8.9	11.3	Continue goal attainment
Northwestern CT Community College	2.1	3.2	3.1	Continue goal attainment
Norwalk Community College	10.1	16.1	19.1	Continue goal attainment
Quinebaug Valley Community College	8.0	6.9	8.9	Continue goal attainment
Three Rivers Community College	5.0	4.9	7.8	Continue goal attainment
Tunxis Community College	8.4	7.8	9.3	Continue goal attainment
Charter Oak State College	9.4	4.7	6.3	Will not achieve goal
Central Connecticut State University	9.4	5.2	5.8	Will not achieve goal
Eastern Connecticut State University	9.4	3.5	5.1	Will not achieve goal
Southern Connecticut State University	9.4	5.9	6.6	Will not achieve goal
Western Connecticut State University	9.4	5.3	6.5	Will not achieve goal
University of Connecticut	9.4	5.1	5.8	Will not achieve goal

Institutional Strategic Plan's Goal Statement	Maintain/exceed current performance level which equals/exceeds representative level of enrollment
Color Codes:	Achieve the representative level of enrollment by the end of the plan period
	Close by 1/2 the existing gap between current performance level and representative level of enrollment
Color Codes for Year 5 Performance Level and Progress/Projection	Problematic for Goal Attainment
	Satisfactorily toward Goal Attainment
	Insignificant or No Change
	Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table A.2
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Enrollment of African American Students
 (enrollment levels by percentages)

INSTITUTION	DESIRED GOAL LEVEL	Student Enrollment		Projection to end of Plan period
		Baseline Fall 2002	Plan Year 3 of 5 Fall 2006	
Asnuntuck Community College	4.3	9.6	8.1	Continue goal attainment
Capital Community College	22.8	35.8	37.9	Continue goal attainment
Gateway Community College	16.1	23.4	24.8	Continue goal attainment
Housatonic Community College	11.4	27.5	27.5	Continue goal attainment
Manchester Community College	6.4	12.2	12.8	Continue goal attainment
Middlesex Community College	4.0	7.0	8.3	Continue goal attainment
Naugatuck Valley Community College	5.6	7.4	8.1	Continue goal attainment
Northwestern CT Community College	1.0	2.1	1.4	Continue goal attainment
Norwalk Community College	8.2	17.7	18.1	Continue goal attainment
Quinebaug Valley Community College	2.0	1.3	2.0	Continue goal attainment
Three Rivers Community College	4.8	7.0	7.4	Continue goal attainment
Tunxis Community College	3.4	5.5	5.4	Continue goal attainment
Charter Oak State College	8.7	9.5	12.0	Continue goal attainment
Central Connecticut State University	8.7	6.9	8.1	Will not achieve goal
Eastern Connecticut State University	8.7	7.0	7.1	Will not achieve goal
Southern Connecticut State University	8.7	12.2	12.3	Continue goal attainment
Western Connecticut State University	8.7	6.0	6.1	Will not achieve goal
University of Connecticut	8.7	5.0	5.9	Will not achieve goal

Institutional Strategic Plan's Goal Statement	Maintain/exceed current performance level which equals/exceeds representative level of enrollment	
Color Codes:	Achieve the representative level of enrollment by the end of the plan period	
	Close by 1/2 the existing gap between current performance level and representative level of enrollment	
Color Codes for Year 5 Performance Level and Progress/Projection	Problematic for Goal Attainment	Satisfactorily toward Goal Attainment
	Insignificant or No Change	Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table A.3
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Enrollment of Asian American Students
 (enrollment levels by percentages)

INSTITUTION	DESIRED GOAL LEVEL	Student Enrollment		Projection to end of Plan period
		Baseline Fall 2002	Plan Year 3 of 5 Fall 2006	
Asnuntuck Community College	1.3	1.9	1.8	Continue goal attainment
Capital Community College	2.5	3.9	3.6	Continue goal attainment
Gateway Community College	3.1	2.9	3.5	Continue goal attainment
Housatonic Community College	2.3	3.0	3.0	Continue goal attainment
Manchester Community College	3.2	4.0	3.7	Continue goal attainment
Middlesex Community College	1.7	2.3	2.8	Continue goal attainment
Naugatuck Valley Community College	2.3	2.1	2.8	Continue goal attainment
Northwestern CT Community College	1.0	1.6	1.9	Continue goal attainment
Norwalk Community College	3.8	4.7	4.4	Continue goal attainment
Quinebaug Valley Community College	1.1	1.5	1.3	Continue goal attainment
Three Rivers Community College	1.9	2.4	3.7	Continue goal attainment
Tunxis Community College	1.8	2.8	2.8	Continue goal attainment
Charter Oak State College	2.4	2.0	2.2	Will achieve goal
Central Connecticut State University	2.4	3.0	2.8	Continue goal attainment
Eastern Connecticut State University	2.4	1.4	1.7	Will not achieve goal
Southern Connecticut State University	2.4	2.5	2.5	Continue goal attainment
Western Connecticut State University	2.4	3.3	3.8	Continue goal attainment
University of Connecticut	2.4	6.3	7.3	Continue goal attainment

Institutional Strategic Plan's Goal Statement	Maintain/exceed current performance level which equals/exceeds representative level of enrollment				
Color Codes:	Achieve the representative level of enrollment by the end of the plan period				
	Close by 1/2 the existing gap between current performance level and representative level of enrollment				
Color Codes for Year 5 Performance Level and Progress/Projection	<table style="display: inline-table; vertical-align: middle;"> <tr> <td style="background-color: orange;">Problematic for Goal Attainment</td> <td style="background-color: cyan;">Satisfactorily toward Goal Attainment</td> </tr> <tr> <td style="background-color: gray;">Insignificant or No Change</td> <td style="background-color: lightgreen;">Continuous Performance at or above Goal</td> </tr> </table>	Problematic for Goal Attainment	Satisfactorily toward Goal Attainment	Insignificant or No Change	Continuous Performance at or above Goal
Problematic for Goal Attainment	Satisfactorily toward Goal Attainment				
Insignificant or No Change	Continuous Performance at or above Goal				

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table A.4
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Enrollment of Native American Students
 (enrollment levels by percentages)

INSTITUTION	DESIRED GOAL LEVEL	Student Enrollment		Projection to end of Plan period
		Baseline Fall 2002	Plan Year 3 of 5 Fall 2006	
Asnuntuck Community College	0.2	0.3	0.2	Continue goal attainment
Capital Community College	0.2	0.2	0.2	Continue goal attainment
Gateway Community College	0.2	0.4	0.3	Continue goal attainment
Housatonic Community College	0.2	0.1	0.1	Will achieve goal
Manchester Community College	0.2	0.4	0.3	Continue goal attainment
Middlesex Community College	0.2	0.4	0.2	Continue goal attainment
Naugatuck Valley Community College	0.2	0.4	0.3	Continue goal attainment
Northwestern CT Community College	0.2	0.1	0.1	Will achieve goal
Norwalk Community College	0.1	0.1	0.1	Continue goal attainment
Quinebaug Valley Community College	0.4	0.7	0.8	Continue goal attainment
Three Rivers Community College	0.9	1.9	1.2	Continue goal attainment
Tunxis Community College	0.1	0.5	0.2	Continue goal attainment
Charter Oak State College	0.2	2.8	0.7	Continue goal attainment
Central Connecticut State University	0.2	0.4	0.5	Continue goal attainment
Eastern Connecticut State University	0.2	0.9	0.6	Continue goal attainment
Southern Connecticut State University	0.2	0.2	0.3	Continue goal attainment
Western Connecticut State University	0.2	0.3	0.2	Continue goal attainment
University of Connecticut	0.2	0.3	0.4	Continue goal attainment

Institutional Strategic Plan's Goal Statement	Maintain/exceed current performance level which equals/exceeds representative level of enrollment
Color Codes:	Achieve the representative level of enrollment by the end of the plan period
	Close by 1/2 the existing gap between current performance level and representative level of enrollment
Color Codes for Year 5 Performance Level and Progress/Projection	Problematic for Goal Attainment
	Satisfactorily toward Goal Attainment
	Insignificant or No Change
	Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table B.1
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Degree Recipients: Hispanic/Latino Students
 (performance levels by percentage of total)

INSTITUTION	DESIRED GOAL LEVEL	Student Graduation		Projection to end of Plan period
		Baseline 01-02	Plan Year 3 of 5 05-06	
Asnuntuck Community College	3.4	0.0	3.1	Will achieve goal
Capital Community College	27.9	12.1	19.9	Will not achieve goal
Gateway Community College	9.5	11.6	11.0	Continue goal attainment
Housatonic Community College	12.7	18.3	17.0	Continue goal attainment
Manchester Community College	5.7	6.2	8.5	Continue goal attainment
Middlesex Community College	7.1	3.2	7.7	Continue goal attainment
Naugatuck Valley Community College	9.5	5.8	7.1	Will achieve goal
Northwestern CT Community College	2.1	0.0	1.8	Continue goal attainment
Norwalk Community College	10.1	13.0	15.8	Continue goal attainment
Quinebaug Valley Community College	8.0	0.0	7.0	Continue goal attainment
Three Rivers Community College	5.0	0.4	4.8	Continue goal attainment
Tunxis Community College	8.4	4.3	9.6	Continue goal attainment
Charter Oak State College	9.4	4.2	7.3	Will not achieve goal
Central Connecticut State University	9.4	5.0	6.1	Will not achieve goal
Eastern Connecticut State University	9.4	5.0	3.9	Will not achieve goal
Southern Connecticut State University	9.4	4.5	6.1	Will not achieve goal
Western Connecticut State University	9.4	6.6	5.0	Will not achieve goal
University of Connecticut	9.4	5.1	4.3	Will not achieve goal

Institutional Strategic Plan's Goal Statement
 Color Codes:

Achieve the representative level of enrollment by the end of the plan period

Close by 1/2 the existing gap between current performance level and representative level of enrollment

Color Codes for Year 5 Performance Level and Progress/Projection

Problematic for Goal Attainment	Satisfactorily toward Goal Attainment
Insignificant or No Change	Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table B.2
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Degree Recipients: African American Students
 (performance levels by percentage of total)

INSTITUTION	DESIRED GOAL LEVEL	Student Graduation		Projection to end of Plan period
		Baseline 01-02	Plan Year 3 of 5 05-06	
Asnuntuck Community College	4.3	2.6	3.1	Will not achieve goal
Capital Community College	22.8	34.9	37.5	Continue goal attainment
Gateway Community College	16.1	18.8	26.0	Continue goal attainment
Housatonic Community College	11.4	24.6	27.4	Continue goal attainment
Manchester Community College	6.4	9.0	7.9	Continue goal attainment
Middlesex Community College	4.0	2.8	4.9	Continue goal attainment
Naugatuck Valley Community College	5.6	6.0	5.5	Will achieve goal
Northwestern CT Community College	1.0	0.8	0.9	Will achieve goal
Norwalk Community College	8.2	14.2	15.8	Continue goal attainment
Quinebaug Valley Community College	2.0	0.9	1.9	Will achieve goal
Three Rivers Community College	4.8	5.7	6.9	Continue goal attainment
Tunxis Community College	3.4	3.0	5.9	Continue goal attainment
Charter Oak State College	8.7	6.9	10.7	Continue goal attainment
Central Connecticut State University	8.7	5.8	6.2	Will not achieve goal
Eastern Connecticut State University	8.7	5.5	5.8	Will not achieve goal
Southern Connecticut State University	8.7	7.7	9.6	Continue goal attainment
Western Connecticut State University	8.7	6.0	4.6	Will not achieve goal
University of Connecticut	8.7	4.4	4.4	Will not achieve goal

Institutional Strategic Plan's Goal Statement
 Color Codes: Achieve the representative level of enrollment by the end of the plan period
Close by 1/2 the existing gap between current performance level and representative level of enrollment
 Color Codes for Year 5 Performance Level and Progress/Projection
Problematic for Goal Attainment Satisfactorily toward Goal Attainment
Insignificant or No Change Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table B.3
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Degree Recipients: Asian American Students
 (performance levels by percentage of total)

INSTITUTION	DESIRED GOAL LEVEL	Student Graduation		Projection to end of Plan period
		Baseline 01-02	Plan Year 3 of 5 05-06	
Asnuntuck Community College	1.3	1.3	0.8	Will achieve goal
Capital Community College	2.5	3.7	3.1	Continue goal attainment
Gateway Community College	3.1	3.2	3.2	Continue goal attainment
Housatonic Community College	2.3	2.5	1.5	Will achieve goal
Manchester Community College	3.2	4.8	3.5	Continue goal attainment
Middlesex Community College	1.7	3.7	2.2	Continue goal attainment
Naugatuck Valley Community College	2.3	1.4	2.0	Will achieve goal
Northwestern CT Community College	1.0	0.8	0.0	Will not achieve goal
Norwalk Community College	3.8	4.0	1.9	Will achieve goal
Quinebaug Valley Community College	1.1	2.6	1.3	Continue goal attainment
Three Rivers Community College	1.9	0.2	1.5	Will achieve goal
Tunxis Community College	1.8	1.3	3.7	Continue goal attainment
Charter Oak State College	2.4	2.7	2.0	Will achieve goal
Central Connecticut State University	2.4	2.7	2.9	Continue goal attainment
Eastern Connecticut State University	2.4	2.4	1.6	Will not achieve goal
Southern Connecticut State University	2.4	1.3	2.7	Continue goal attainment
Western Connecticut State University	2.4	2.3	3.5	Continue goal attainment
University of Connecticut	2.4	5.3	6.1	Continue goal attainment

Institutional Strategic Plan's Goal Statement	Maintain/exceed current performance level which equals/exceeds representative level of enrollment	
Color Codes:	Achieve the representative level of enrollment by the end of the plan period	
	Close by 1/2 the existing gap between current performance level and representative level of enrollment	
Color Codes for Year 5 Performance Level and Progress/Projection	Problematic for Goal Attainment	Satisfactorily toward Goal Attainment
	Insignificant or No Change	Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table B.4
 Institutional Student Diversity Goals
 Strategic Plans' Five-Year Period: July 1, 2003 - June 30, 2008
 Undergraduate Degree Recipients: Native American Students
 (performance levels by percentage of total)

INSTITUTION	DESIRED GOAL LEVEL	Student Graduation		Projection to end of Plan period
		Baseline 01-02	Plan Year 3 of 5 05-06	
Asnuntuck Community College	0.2	0.0	0.0	Will achieve goal
Capital Community College	0.2	0.0	0.0	Will achieve goal
Gateway Community College	0.2	0.0	0.4	Continue goal attainment
Housatonic Community College	0.2	0.4	0.0	Will achieve goal
Manchester Community College	0.2	0.5	0.4	Continue goal attainment
Middlesex Community College	0.2	0.5	0.0	Will achieve goal
Naugatuck Valley Community College	0.2	0.2	0.4	Continue goal attainment
Northwestern CT Community College	0.2	0.0	0.0	Will achieve goal
Norwalk Community College	0.1	0.0	0.2	Continue goal attainment
Quinebaug Valley Community College	0.4	0.0	0.6	Continue goal attainment
Three Rivers Community College	0.9	0.6	1.2	Continue goal attainment
Tunxis Community College	0.1	1.3	1.1	Continue goal attainment
Charter Oak State College	0.2	0.8	1.3	Continue goal attainment
Central Connecticut State University	0.2	0.3	0.3	Continue goal attainment
Eastern Connecticut State University	0.2	1.7	0.7	Continue goal attainment
Southern Connecticut State University	0.2	0.0	0.4	Continue goal attainment
Western Connecticut State University	0.2	0.3	0.4	Continue goal attainment
University of Connecticut	0.2	0.3	0.5	Continue goal attainment

Institutional Strategic Plan's Goal Statement	Maintain/exceed current performance level which equals/exceeds representative level of enrollment	
Color Codes:	Achieve the representative level of enrollment by the end of the plan period	
	Close by 1/2 the existing gap between current performance level and representative level of enrollment	
Color Codes for Year 5 Performance Level and Progress/Projection	Problematic for Goal Attainment	Satisfactorily toward Goal Attainment
	Insignificant or No Change	Continuous Performance at or above Goal

NOTE: Institutional goals for 4-year institutions based upon each minority group's representation in the state's population according to 2000 Census, for community colleges the goals are based upon minority group populations in their respective service area.

Appendix Table C.1
 Connecticut Population Projections by
 Racial/Ethnic Groups

(numbers are in thousands)

Racial/Ethnic Group	2000		2005		2015		2025	
	number	percent	number	percent	number	percent	number	percent
White	2,602	79.2%	2,554	77.0%	2,542	72.5%	2,557	68.4%
Black	286	8.7%	307	9.3%	352	10.0%	404	10.8%
Hispanic	308	9.4%	352	10.6%	468	13.3%	596	15.9%
Indian	8	0.2%	8	0.2%	10	0.3%	11	0.3%
Asian	80	2.4%	96	2.9%	134	3.8%	171	4.6%
TOTAL	3,284	100.0%	3,317	100.0%	3,506	100.0%	3,739	100.0%

Appendix Table C.2
Projections of Student Diversity Goals Achievement
Hispanic/Latino Students

(figures are in percentages)

Year	Projected Population Proportion	Projected Public University Enrollment	Population/ Enrollment Gap	Projected Public University Graduation*	Population/ Graduation Gap
2000	9.4	5.0	-4.4	4.0	-5.4
2005	10.6	5.7	-4.9	4.3	-6.3
2010	12.0	6.5	-5.5	4.6	-7.4
2015	13.3	7.5	-5.8	5.0	-8.3
2020	14.6	8.5	-6.1	5.4	-9.2
2025	15.9	9.7	-6.2	5.8	-10.1

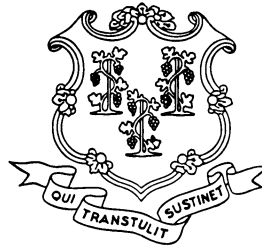
*Undergraduate degrees only

Appendix Table C.3
Projections of Student Diversity Goals Achievement
African American Students

(figures are in percentages)

Year	Projected Population Proportion	Projected Public University Enrollment	Population/ Enrollment Gap	Projected Public University Graduation*	Population/ Graduation Gap
2000	8.7	7.2	-1.5	6.1	-2.6
2005	9.3	7.6	-1.7	5.9	-3.4
2010	9.7	8.0	-1.7	6.6	-3.1
2015	10.0	8.5	-1.5	7.1	-2.9
2020	10.4	9.0	-1.4	7.6	-2.8
2025	10.8	9.5	-1.3	8.1	-2.7

*Undergraduate degrees only



STATE OF CONNECTICUT