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COLORADO COMMISSION ON  
 **HIGHER  
EDUCATION**

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ACCESS TO HIGH-QUALITY, AFFORDABLE EDUCATION FOR ALL COLORADANS

**MINUTES**

April 1, 2004

University of Colorado at Boulder  
Boulder, Colorado

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RICHARD F. O'DONNELL, EXECUTIVE DIRECTOR

CCHE Minutes  
April 1, 2004

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# COLORADO COMMISSION ON HIGHER EDUCATION

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## MINUTES

### Commissioners

Present: Judith Altenberg; Raymond T. Baker, Chair; Terrance L. Farina, Vice Chair; Michael F. Feeley; Richard L. Garcia; Pres Montoya; Greg C. Stevinson; James M. Stewart; and Judy Weaver.

### Advisory Committee

Present: Wayne Artis.

### Commission Staff

Present: Richard O'Donnell, Executive Director; Rich Schweigert; Carol Futhey; Joan Johnson; Jett Conner; Gail Hoffman.

## I. Call to Order

Chair Ray Baker called the regular meeting of the Colorado Commission on Higher Education to order at 10 a.m. in the Coors Events Center at the University of Colorado at Boulder, Colorado.

**Action:** Commissioner Montoya moved approval of the minutes of the March 4, 2004, Commission meeting. Commissioner Weaver seconded the motion, and the motion carried unanimously.

## II. Reports

### A. Chair's Report

The Chair, Ray Baker, reported that Commissioners Quamme and Vollbracht were excused absent.

Commissioner Baker welcomed our new Executive Director Rick O'Donnell and is excited about the opportunity to work with him and enhance higher education.

Executive Director O'Donnell commented that he was excited about this opportunity that the Governor has given him and to work with the boards and the institutions.

Higher education has been through a lot of challenges the past few years and there are also challenges ahead of us. There is a growing consensus in Colorado among the legislature, the governor, and the business community that we need to rise to those challenges and make sure higher education retains its rightful place as part of what makes Colorado great. Part of his job is to build bridges with institutions and the legislature to make sure we provide students world class teaching and research in an efficient, affordable way.

Commissioner Baker presented a gift to former Commissioner Ralph Nagel for his dedicated service to the Commission from 1999 to 2003. Mr. Nagel represented the community colleges on behalf of the Governor's Task Force that recently wrapped up its final report. Mr. Nagel reported on the Task Force and its recommendation to strengthen the colleges through a realignment of the resources from the central office to a shared and standardized and integrated information system that cuts across financial aid, human resources, and financial reporting.

Commissioner Baker thanked President Betsy Hoffman, University of Colorado System, and Dr. Phil DiStefano, Provost, University of Colorado at Boulder, for hosting the April Commission meeting. Dr. Hoffman and Dr. DiStefano welcomed the Commission and the higher education representatives to the Boulder Campus.

B. Commissioners' Reports

Commissioner Baker thanked Ralph Nagel and the Community College Task Force for the great work that was done over the course of the last 8 or 9 weeks.

Commissioner Farina reported that he and Commissioner Weaver attended the March 4 Community College Task Force meeting at Otero Junior College and were both impressed through the telecommunications system that President Rizzuto set up which allowed all of the other community colleges in the different areas to participate, in addition to all of the participation and input from so many people in the community.

Commissioner Farina reported that on behalf of the Commission he attended the National Council on Accreditation of Teacher Education. He liked the thrust with NCAT on getting it student friendly so that students can get through their number of requisite hours without having to go through so many hurdles.

Commissioner Montoya mentioned and commended President Penley for taking the initiative in the CSU System with putting together a group in Pueblo to talk about the access issue with Hispanics.

Commissioner Garcia reported that he attended the NCAT review at CU Boulder and was quite impressed. He had the opportunity to meet with the CU BUENO staff and learn about the recruitment of students of color to the teaching profession.

Commissioner Baker wanted to thank former Executive Director Foster for all of his hard work and wished him well at Mesa and hope he has much success in the future.

C. Advisory Committee Reports

CCHE Advisor Wayne Artis thanked Commissioner Ray Baker and former Executive Director Tim Foster for the opportunity to participate in the deliberations of the Community College Task Force and he believed that they did good work.

D. Public Comment

Mr. Daniel Ong, part-time student at the University of Colorado at Denver, spoke about his concern for part-time students. He reported how part-time students are being mistreated in the areas of tuition, policies, and fees.

III. Consent Items

None

IV. Action Items

A. Exemptions to the 120 Credit Hour Statutory Requirement for Baccalaureate Programs

Dr. Carol Futhey, CCHE Director of Academic and Student Affairs, discussed the 2001 King Bill, which requires completion of baccalaureate programs within 120 credit hours, unless the Commission grants an exemption. When the bill was passed, slightly more than half of the state's baccalaureate programs met the 120-hour limit. As of last fall nearly 90% of them were in compliance. For the remaining 10%-12%, CCHE staff and Academic Council defined what constitutes a professional program.

The following criteria were developed to help determine what programs should be recommended for exemption:

- Does the program prepare a student for a particular career?
- Do students need to be certified or licensed before they can practice professionally?
- Are there any explicit requirements within accreditation criteria that mandate more than 120 hours?

Other criteria were:

- Do students have to complete highly demanding field experience that might limit the ability to complete a program in 120 credit hours?
- Would the 120-hour limit hamper a student's ability to find employment in their chosen field out of state?
- Institutions' programs should be treated uniformly.
- Is there anything about a particular program that CCHE should know before making a recommendation to the Commission?

CCHE staff recommended four areas for exemptions from the 120-credit hour requirement:

- **Nursing - Recommendation: 126 credit hours.**  
General education, nursing course work, and extensive clinical experience, make it difficult to acquire a degree in less than 120 hours. Also, the National Council of State Boards of Nursing is reviewing the performance of students on the NCLEX exam and emphasizing patient safety. This could increase the number of credit hours.
- **Teacher Preparation - Recommendation: 126 credit hours.**  
Teacher preparation programs have been redesigned so students receive degrees in a content area but also complete professional knowledge courses and 800 hours of student teaching. The 126-credit hour recommendation comes with a stipulation that students can complete the 126-credit hour requirement within four years.
- **Engineering, engineering technology and related programs - Recommendation:** That engineering, engineering technology and related programs (i.e., computer science) be exempt from the 120 credit hour limit. All engineering, engineering technology and related programs must guarantee that students will be able to complete the program requirements in four years.

The Colorado School of Mines (CSM) is a special case. It has a dozen engineering and related programs with credit-hour requirements ranging from 134 to 148 hours. **Recommendation:** That all baccalaureate programs at the Colorado School of Mines be exempt from the 120 credit hour limit, but CSM must reduce the credit-hour requirement by six credit hours in each of its baccalaureate programs by December 15, 2004.

CSM undergraduates take a 78-hour core that prepares them for an engineering program. Because of this highly interrelated set of curricula, pulling out programs that do not qualify for exemption would create problems, particularly in Chemistry, Economics; and Math/Computer Science. If those three areas were pulled out, CSM felt students majoring in these fields would be regarded as second class. Secondly, CSM believes their students receive high starting salaries, one of the rationales for having this high number of credit hours.

CCHE staff shared some data about engineering programs around the country that questioned the need for a high number of credit hours at CSM. When comparing CSM to MIT, Stanford, Carnegie Mellon University, CU-Boulder, and CSU, with the exception of Chemical Engineering, CSM requires up to 17 credit hours more than some other schools.

CCHE staff also looked at starting salaries. The easiest comparison was with the University of Colorado at Boulder (UCB) in the four areas that overlap with CSM. While the credit hours of the Boulder graduates are lower, starting salaries in three of the four areas are up to \$9,000 higher.

Graduation rates at four, five, and six years also were compared. In each case, CSM fell in the middle.

Colorado pays \$1.2 million more in General Fund money and CSM students pay nearly \$1 million more in tuition for the excessively high number of credit hours. No economic impact would result if students finished the undergraduate programs in eight semesters, took no summer courses, and carried a course load of 18-19 credit hours per semester. This is not a typical pattern for CSM students.

➤ **Landscape architecture - Recommendation: 132 credit hours.**

Since this is the only accredited, baccalaureate level program in the country, CCHE recommends an exemption for Colorado State University (CSU). Due to the sequence of courses, it takes five years to complete. CSU has already reduced the credit-hour requirement from 138 to 132 and continues to review the curriculum.

CCHE received two other requests for exemptions that staff concluded should not be recommended for exemption: dental hygiene at the University of Colorado Health Sciences Center, and the Bachelor of Music program at UCB.

Students who are in the non-exempt programs should be allowed to complete under the original requirements. But students who begin the non-exempt programs as of July 1, 2004 will be expected to complete the programs in no more than 120 credit hours. If the Commission accepts the staff recommendation, transfer students may be affected under the 60+60 plan in those programs that are exempt or have transfer articulations.

### **Staff Recommendation**

That the Commission approve exemptions to the statutory 120 credit hour limit to programs in teacher preparation, nursing, engineering/engineering technology/related programs, and landscape architecture according to the specifications stated above and that all other baccalaureate programs must be in compliance with the 120 credit hour requirement by July 1, 2004.

**Action:** Commissioner Farina motioned to consider this issue of exemptions for all Colorado public institutions of higher education and deal with CSM separately. Commissioner Weaver seconded the motion, which carried unanimously.

Dr. Jack Burns, Vice President for Academic Affairs and Research for the University of Colorado System, expressed his concern about teacher education, particularly for secondary science teachers and asked the Commission to consider reviewing the 120 credit hour exemption in two years.

**Action:** Commissioner Farina made a motion to adopt the staff recommendation in connection with the exemptions for all Colorado public institutions of higher education but CSM. Commissioner Altenberg seconded the motion, which carried unanimously.

Dr. John Trefny, CSM president, discussed what he saw as a conflict between the Commission's 120-credit hour policy and the 2001 legislation that declared CSM an exemplary institution.

He noted that, since 1992, when the CSM Board of Trustees ordered an intensive study of the graduation rates at CSM, the CSM board and CSM have been working on ways to make it easier for students to graduate in four years. CSM has reduced credit hour requirements an average of four credit hours since the process began. Three hours of the common core are likely to be cut and more reductions are likely in specific majors, such as geology and geology engineering. At the same time, retention and graduation rates have improved and test scores have increased on the fundamentals of engineering exam. More than 90 percent of graduates are placed in their selected field of study within a year. Applications have increased 80 percent in the past three years and the ABET and the Higher Learning Commission of the North Central Association had successful visits.

Dr. Trefny proposed CSM report regularly on its graduate success rates and on the evolution of curriculum, including the number of required credit hours. CSM also would be happy to prove the feasibility of graduation in four years in each of its baccalaureate programs.

Other points made by CSM officials Trefny, Nigel Middleton, Vice President for

Academic Affairs and Dean of Faculty, and Robert Moore, Vice President for Finance and Operations, included:

- CSM has lower graduation rates than some of schools to which CCHE compared it because the other schools are much more comprehensive, giving students more options for study.
- The CSM Board of Trustees concluded that CSM students who often take longer to graduate study abroad, participate in cooperative learning opportunities, leave school for a semester or two, or to take fewer courses.
- Before the budget cuts began three years ago, the state reimbursed CSM and other institutions by credit hour for resident student enrollment. Under that method, whether a student took four or four and one-half years to graduate didn't affect state cost. Since funding is now a set amount reducing credit hours would not affect state funding. Students are aware of the tuition implications, and they choose to finish college over a longer period of time.

Commissioners Weaver, Stevinson, and Baker made the following points:

- The Commission is compelled to support and enforce the King Bill. The institutions are responsible for students graduating in four years. CSM has a published four-year graduation guarantee, yet only 38% of its students graduate within four years. It is difficult to understand what CSM has done to comply with the King Bill.
- The data is not conclusive that students are getting better job placement and higher salary levels to justify the higher credit hour requirements.
- The performance agreement between CCHE and CSM may need to be renegotiated to increase the graduation rate. It is not surprising that few students are able to shoulder 18-19 credit hours per semester given the rigorous course demands.
- CSM need not try to fit all of its programs in the 120 credit hour box, but having course requirements of 134 to 148 credit hours is a real concern.

In response to a question from Commissioner Farina, Dr. Trefny said CSM was in compliance with its performance agreement with CCHE in 2003. The next report is four years out. CSM may be 18-24 months from the next reporting period. CSM is below the 90% employment rate six months out but the performance agreement says there may be economic conditions which impact that so that could be open to interpretation. That may be the only requirement with which it could be argued CSM is not in compliance.

Commissioner Weaver asked Dr. Trefny if CSM would share with the Commission the Board of Trustees study that CSM referred to earlier.

**Action:** Commissioner Baker made a motion to accept the recommendation, subject to the executive director continuing conversations with CSM. Commissioner Weaver seconded the motion, which passed unanimously.

B. University of Northern Colorado Facilities Master Plan 2003

Gail Hoffman, CCHE Facility Planning Analyst, outlined the University of Northern Colorado (UNC) Facilities Master Plan that UNC submitted to CCHE in 2003. The Commission approved the last UNC master plan in 1982.

This plan has no new capital projects that have not already been brought forward to CCHE. Yet a cornerstone of the master plan—construction of a pedestrian/bikeway called the Alumni Walk that would link Central and West campuses—is not in the five-year plan. Its construction is considered beyond the scope of the approximate six-year life of the master plan. The Alumni Walk would also provide overpasses over busy roads dividing the two parts of the campus from each other. Financing is likely to be alumni financing and federal transportation grants to the City of Greeley.

Although the five-year plans outline state capital construction funds exempt as the only source of funding for all the projects listed, alternate sources of funding are discussed briefly in the master plan. Those alternate sources include: tuition increases dedicated to building maintenance; lease-back and public/private partnerships, Certificates of Participation, and bonds issued on the basis of the future “enterprise” status of UNC. Other methods include changing class scheduling so that classrooms and laboratories are used more often in the off-peak times and getting historic designation for a larger part of the Central Campus. Historic designation then would allow UNC to apply for funding for building renovations from the State Historic Fund.

On space planning, the master plan states that UNC could nearly double its FTE, yet need to build only 25 percent more academic space than it has already if: 1) more faculty taught outside the preferred 10 a.m. to 2 p.m. Monday-Wednesday-Friday time slot; 2) academic spaces were designed for flexibility; and 3) 25 percent more FTE instruction came from web-based instruction or other off-campus instructional methods, such as extended campus sites around the state at community colleges and public K-12 schools. The master plan claims the campus needs about 130,000 assignable square feet (asf) now, 307,000 asf by the time FTE enrollment reaches 12,500; and about 560,000 asf by the time the on-campus FTE enrollment is at 15,000.

She stated that the master plan seems to be missing two important connections:

- Enrollment planning and facility needs: A goal of increasing the percentages of non-residents, graduate students (from 14 percent to 25 percent), and international students may imply the need for more upper-division housing on campus. The master plan, however, suggests the private sector should meet the need through construction of more off-campus housing. Despite the intent to increase the percentage of graduate students, no new research facilities are planned, largely because UNC research grants are more in the area of teacher preparation. Instead, the plan suggests including space for research within any new buildings.
  
- Information technology planning and the goal of having 5,000 FTE enrollment from web-based instruction and distance education: UNC charges a technology fee that is used for acquiring more updated equipment. Twenty percent of a proposed tuition increase would be dedicated for technology purposes. Development of on-line courses is slow. For these and other reasons, having 25 percent of student FTE come from off-campus instruction may be some time in the future. The plan anticipates that UNC eventually will have 15,000 FTE on campus and 5,000 FTE off campus.

CCHE staff recommends unconditional approval of the master plan.

### **Staff Recommendation**

That the Commission approve the University of Northern Colorado Facility Master Plan, *Building for UNC's Second Century*, submitted to CCHE in June 2003.

**Action**: Commissioner Stewart moved approval of the staff recommendation. Commissioner Farina seconded the motion and the motion carried unanimously.

### C. CCHE Travel Policy

Executive Director Rick O'Donnell reported on the travel policy in which the Governor issued an executive order earlier this year regarding out-of-state travel and travel issues in general. The purpose for the policy is to get higher education institutions in compliance with that Executive Order by having them designate a person responsible for their on-campus travel policies as well as making sure that they are in compliance with State Fiscal Rules and the State Controller when it comes to international travel and this policy helps the institutions get in compliance with both the spirit and the letter of the Governor's Executive Order.

### **Staff Recommendation**

That the Commission adopt the proposed Travel Policy.

**Action:** Commissioner Weaver moved approval of the staff recommendation. Commissioner Altenberg seconded the motion and the motion carried unanimously.

V. Items for Discussion and Possible Action

A. None

VI. Written Reports for Possible Discussion

A. 2004 Report on Discontinuation of Low Demand Academic Programs

The Commission accepted the Report on Discontinuance of Low Demand Academic Programs.

B. Follow-Up Activities Related to the Addition of the Precollegiate Curriculum to the Admissions Standards Policy

The Commission accepted the report on Follow-Up Activities Related to the Addition of the Precollegiate Curriculum to the Admission Standards Policy which summarizes activities in which staff has been engaged during the six months since the adoption of the revision.

C. Report on Out-of-State Instruction

The Commission accepted the report on out-of-state instruction as follows:

The Board of Regents of the University of Colorado has submitted a request for an out-of-state instructional program to be delivered by the University of Colorado at Colorado Springs.

- **“LEAD 415/515: Foundations of An Integrative Learning System Workshop,”** a one-year out-of-state instructional program to be offered in Rhode Island, Tennessee, Maryland, and other possible locations throughout the United States and its overseas possessions with Department of Defense organizations.
- **“LEAD 498/598 CO5, Making Connections: Relationships in Learning,”** a one-year out-of-state instructional program to be offered in Virginia and other possible locations throughout the United States and its overseas possessions with Department of Defense organizations.

Metropolitan State College of Denver Board of Trustees has submitted a request for an out-of-state instructional program to be delivered by Metropolitan State College of Denver.

- **BIO 488C In Darwin's Footsteps: Evolution, Biodiversity and Conservation in the Galapagos.**

The dates for this course are May 15-24, 2004, in Galapagos, Ecuador.

The Board of Trustees of Adams State College has submitted a request for an out-of-state instructional program to be delivered by Adams State College.

- **ED 589: Writing Strategies for Teachers**

The dates for this course are March 11-12, 2004, in Billings, Montana.

D. FTE – Service Area Exemptions

The Commission accepted the report on FTE service area exemptions approved by the Executive Director.

E. CCHE – Capital Assets Quarterly Reports (Waivers, Cash, SB 92-202, and Other Projects; and Leases)

The Commission accepted the Capital Assets Quarterly Reports on Waivers, Cash-Funded and SB 92-202 Projects; and Leases.

**Action:** Commissioner Farina moved adjournment of the meeting. Commissioner Weaver seconded the motion and the motion carried unanimously. The meeting adjourned at 12:25 p.m.