

INSTITUTION: UNIVERSITY OF COLORADO AT BOULDER

This analysis paraphrases or provides excerpts from an institution's role and mission document on market niche; role and mission; and strengths, weaknesses and opportunities. Page references to the final role and mission document are included. Each analysis section is followed by standard questions prepared by CCHE staff as a context for the Blue Ribbon Role and Mission discussion.

MARKET NICHE

*Colorado, nation, and the world depending on program (p.16-17).
Increase our graduate enrollment to 5,000 or more, a level last achieved in fall 1992. Current graduate enrollment is under 4,400 (p. 9)*

Is it unique? No

Has it changed? No

How will it provide increased access to Colorado residents or the market that is tied to this institution's role and mission?

The graduate market niche will increase access to quality masters' and doctoral programs.

ROLE & MISSION

Current Statutory R&M

23-20-101 (1) (a) The Boulder campus of the University of Colorado shall be a comprehensive graduate research university with high admission standards which offers a comprehensive array of undergraduate programs. The Colorado Commission on Higher Education shall, after consultation with the Board of Regents, further define the role and mission of the institution and establish as great a distinction among the graduate offerings at the Boulder campus of the University of Colorado, Colorado State University, and the University of Northern Colorado, as is in its judgment educationally, geographically, and economically appropriate. The Board of Regents shall adhere to this responsibility to provide on a statewide basis, utilizing whenever possible and appropriate the faculty and facilities of the other educational institutions, those graduate level programs designated by the commission as primarily its statewide responsibility. The commission shall include in its funding recommendations a level of general fund support for these programs.

Proposed Role and Mission:

CU-Boulder has no wish to change its basic statutory role and mission as a comprehensive graduate research university. However, Appendixⁱ shows both the relevant section of the statute and a proposed deletion to remove language on process that is not appropriate as part of a mission statement (p. 3)

The Boulder campus of the University of Colorado shall be a comprehensive graduate research university with high admission standards which offers a comprehensive array of undergraduate programs (Appendix B).

Is the institutional perspective consistent with the statutory role and mission?

Yes – as a comprehensive graduate research institutions.

No – as a high admission institution, since 24% of its enrolled freshmen have index scores lower than 103 (App.D-1)

No - since little has been done to “...establish as a great a distinction among the Graduate offerings at the Boulder campus of the University of Colorado, Colorado State University, and the University of Northern Colorado...”

What parts of the role and mission differentiate this institution from other Colorado public institutions of higher education? None. Indistinguishable from CSU in many fields.

Does the institution suggest a statutory change? Yes

How is it built on the institution’s strengths? No. It is a generic statement:- comprehensive, graduate, research – without differentiating characteristics.

What other R&M statements are contained in the proposal but not captured in the role and mission statement? Undergraduate students constitute primary market (p.16) but the goal is to increase graduate students (p. 9). Inconsistent goal statements.

INSTITUTIONAL STRENGTHS (pp.3-5)

1. *Nationally and internationally recognized*
2. *Outstanding learning environment*
3. *Comprehensive and interdisciplinary scholarship*
4. *Research productivity and achievement.*

WEAKNESS (excluding faculty salaries and financial shortfalls)

1. *Lack of flexibility due to various State fiscal and statutory rules (e.g., TABOR, capital construction funds not available for research space (p.6)*

MARKET OPPORTUNITIES

UCB Role and Mission document did not identify opportunities per se. Instead it proposed a plan called *Quality for Colorado* that was previously presented as a budget decision item (p. 7).

Under this plan, the campus proposes a partnership among students and parents, the State of Colorado, and the University to invest in students while supporting the economic vitality of the State. Colorado is growing in importance nationally and internationally as a quality place to live and as a center for intellectual and economic vitality.

To meet these goals we propose to emphasize “quality growth,” rather than enrollment growth.

In particular, the Boulder campus proposes to:

- *Reduce or stabilize the size of the entering freshman class to 4,600 students*
- *Improve the average academic preparation of entering freshmen by limiting admitted students with CCHE admission indices below 103*
- *Increase the amount of institutional financial aid*
- *Invest in the undergraduate learning experience*
- *Invest in academic areas of high demand and national distinction*
- *Increase enrollment of graduate and upper-division transfer students*

ADMISSION STANDARDS

Maintain 103 admission index. Reduce window to 15%. Guarantee admission to top 10% of each Colorado high school graduating class.

Freshman admission practices are similar to those at other AAU public universities, with the addition of several constraints specific to the State of Colorado. As noted earlier, these limit flexibility and add to management costs. Applicants for entry as fall freshmen apply between October and February, 6 to 11 months prior to entry. For fall 2001 we received over 18,000 applications. Our published “Guaranteed admission for Colorado freshmen” lists high school GPA, test score, and curricular requirements. Colorado residents who apply on time, submit complete credentials, and meet the published requirements are automatically admitted. The requirements are well known to high school counselors.

What number of freshmen applicants meets the current admission index?

70% (App D-1)

If the window was decreased to 10% or less how would this impact freshmen enrollment?

Approximately 200 fewer freshmen enrolled per year (App D-1)

University of Colorado at Boulder
Role and Mission Discussion: November 7, 2001
Prepared: 10/26/2001