

INSTITUTION: UNIVERSITY OF COLORADO AT DENVER

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 (p. 9)

As the city of Denver's only public university offering both undergraduate and graduate programs the 11,000-student, non-residential CU-Denver campus serves the highly diverse, 2.4 million population metropolitan Denver region. The student mix is both traditional and non-traditional, comprising recent high school graduates, young adults with delayed entry, college transfer students, and graduate students. Although the 15 to 49 age group, a campus market focus, represents 53 percent of the area's population, the Denver area has experienced an upward shift in its mature ages. This demographic movement, coupled with an evolving industry base, affects recruitment and the design of courses and degree programs. (See Appendices 8a – 8e.)

Is it unique? Urban university

Has it changed? The older adult population may affect UCD's market, particularly at the graduate level.

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

The number of high school graduates in the metro area is increasing. As an urban institution, the number of applicants may increase and consequently the size of the freshmen class. Traditionally, UCD is a transfer campus where most first-time enrollees transfer from another institution.

ROLE & MISSION

Current Statutory R&M

23-20-101 (1) (c) The Denver campus of the University of Colorado shall be a comprehensive baccalaureate liberal arts and sciences institution with high admissions standards. The Denver campus shall provide selected professional programs and such graduate programs at the masters' and doctoral level as will serve the needs of the Denver metropolitan area, emphasizing those

*professional programs not offered by other institutions of higher education.
(C.R.S. 23-20-101)*

Proposed Role and Mission (p. 1):

The Denver campus of the University of Colorado shall be an URBAN, comprehensive undergraduate AND GRADUATE RESEARCH UNIVERSITY with high admission standards. The Denver campus shall provide professional and graduate programs emphasizing those that serve the needs of Denver as a metropolitan area AND SHALL DELIVER SELECTED PROGRAMS THROUGHOUT THE STATE OF COLORADO.

Is the proposed change consistent with the statutory role and mission?

YES – graduate research university

NO – THROUGHOUT THE STATE OF COLORADO is inconsistent with URBAN connotation.

What parts of the proposed role and mission statement differentiate this institution from other Colorado public institutions of higher education?

None. With the modified language the graduate authority is indistinguishable from CSU, UCB, and UNC.

Does the institution suggest a statutory change? Yes

How is it built on the institution's strengths?

Need additional information to find out why graduate research emphasis reflects the identity of UCD.

What other R&M statements are contained in the proposal but not captured in the role and mission statement?

STRENGTHS (pp 1-2)

1. *Location and institutional affiliations*

CU-Denver benefits from its downtown Denver location (high quality of life in the city, proximity of businesses and institutions; access to internships, cooperative programs and service learning opportunities)

CU-Denver benefits from its affiliation with the Auraria campus (cost efficiencies, use of space).

2. *High-quality, affordable and accessible programs for a diverse student population.*

- Some graduate programs are the only ones of their kind in the state, for example, Architecture and Planning, Public Administration.

- CU-Denver is a leader in online course offerings in Colorado. Total student enrollment in CU Online courses last year was 4,407, a 31% increase in one year.
3. *Innovative programs, partnerships and outreach*

BARRIERS

1. *Mission*

Although our mandate from the CU 2010 vision is to become a top ten urban research university, our current statutory mission does not recognize the institution's research component.

2. *Branding Problem*

Confusion reigns among the names of CU-Denver, the University of Denver, within the University of Colorado system, and in dealing with the Auraria Higher Education Center.

3. *Funding*

4. *Limitations on off-campus instruction*

5. *Space restrictions*

MARKET OPPORTUNITIES (pp. 3-4)

1. *Revised mission*

2. *New funding sources*

3. *Enhanced partnerships with other institutions*

4. *Enhanced programs*

- *Denver is fast rising as a major national and international city. We must enhance our international programs and educational opportunities. We should continue to refine our International Colleges, and we should develop additional programs in Mexico, and Central and South America that can help serve the Latino community of Denver.*
- *CU-Denver's College of Liberal Arts and Sciences and School of Education are partnering to enhance math and science education. We are preparing to train teachers and to provide them with requisite tools.*
- *CU-Denver will enhance and improve its summer academic term*

5. *Undergraduate licensure in Education*

ADMISSION STANDARDS

No change in the selectivity level for new freshmen is anticipated, because the current level enables CU-Denver to admit a qualified and richly diverse freshman class. The average high school GPA for entering freshmen for Fall 2000 was 3.28. The 20% "admission window" currently allowed by CCHE gives many Denver area students who don't

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meet the 93 index cutoff the opportunity to attend the University. For example, the targeted students eligible to receive the Governor's Opportunity Scholarship often are "window" students (pp. 4-5).

What number of freshmen applicants meets the current admission index?

In 2000-01, 990 applicants met UCD's index.

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

If the window was decreased to 10%, UCD could admit an additional 110 students who are below 92, i.e., with index scores of 88 or above. It potential would lose 74 enrolled freshmen students. However, urban students do have two other institutions as options on the Auraria campus.

While UCD continues to be one of the primary GOS serving institutions, the GOS freshmen students enrolled each year is less than the 110 student in a 10% window and not all are window students; no impact on this student population.