

University of Northern Colorado

Role and Mission Discussion: November 7, 2001

Prepared: 10/26/2001

Response: University of Northern Colorado/Prepared 11/6/01

INSTITUTION: UNIVERSITY OF NORTHERN COLORADO

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 (pp.20-21)

*The University of Northern Colorado has long been recognized for its niche in the **preparation of educational personnel**. Only recently has the University been recognized for its **strong preparation in a wide array of undergraduate programs as well as its recognition for strength in graduate programs beyond teacher preparation**. The **UNC sports management program** is internationally recognized, all discipline programs at UNC which have sought professional accreditation are so professionally recognized, the **educational technology and special education programs** have received national recognition for the innovative use of the technology in program design and delivery, the **Tointon Institute** has received statewide recognition as an exemplary vehicle for the professional **development of K-12 leaders**, the numerous practica and internship programs offered across the entire university position the University to provide an level of "professional immersion" rarely found on university campuses today. The strong emphasis on the general education of UNC students to prepare them to be well-educated citizens is a focus frequently lost in the quest to prepare persons for 'work'.*

Is it unique? The University of Northern Colorado does have a unique market niche as the "primary institution for undergraduate and graduate teacher education in the state of Colorado."

Has it changed? The University has proposed no change in its statutory role and mission; rather, the institution has proposed modifications of the institutional role and mission, as found in Appendix A of the submitted report, to reflect the evolution of the institution to mature University status.

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

The University has increased access to education professions through the Center for Urban Education, REAP and the post-baccalaureate program delivery at the Lowry site. UNC.

ROLE & MISSION

Current Statutory R&M

(23-40-101) The University of Northern Colorado shall be a general baccalaureate and specialized graduate research university with selective admission standards. The university shall be the primary institution for undergraduate and graduate teacher education in the State of Colorado. The university shall offer masters' and doctoral programs primarily in the field of education...The university of Northern Colorado has the responsibility to offer on a statewide basis utilizing where possible and appropriate the faculty and facilities of other educational institutions, those graduate level programs needed by professional educators and education administrators. The Commission shall include in its funding recommendations an appropriate level of general fund support for those programs.

Proposed R&M

UNC does not propose a change to its statutory role and mission.

Its role and mission of "developing well-educated citizens and to improve the quality of life in the state and the region through teaching, learning, the advancement of knowledge, and community service." Strong and focused graduate programs are complemented by an institution wide commitment to preparing baccalaureate graduates in the liberal arts as well as in specialized fields of study (p. 6).

Is the institutional vision consistent with its statutory role and mission?

The institution's vision to center its programs on selected graduate programs is consistent with its statutory role and mission. Its intent to expand statewide delivery of professional educators, educational technology, and special education is consistent with its responsibilities.

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

Under the current role and mission, UNC has a high level of differentiation. No change has been proposed in current role and mission and thus, differentiation as a specialized graduate research institution remains.

Does the institution suggest a statutory change?

No.

How is it built on the institution's strengths?

The role and mission reflects the institution's historical strength and its maturity as a university.

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

INSTITUTIONAL STRENGTHS (Institutional-pp. 4-6; Programmatic- pp.11-15)

1. *Undergraduate education.*
2. *Monfort College of Business*
3. *Highly desired teacher education graduates.*
4. *Highly desired nursing graduates.*
5. *College of Performing and Visual Arts*
6. *Successful Arts and Sciences graduates.*
7. *Focuses graduate programs in special education, educational leadership and educational technology.*

WEAKNESSES (Institutional Pg. 6-7; Programmatic (Pg. 17-17) Excluding salaries and institutional shortfalls.

1. *Lack of a resource pool to support technologically enhanced teaching, learning and student services.*
2. *Limited capacity to continue internal resource shifts while maintaining quality.*
3. *Limited enrollment in three areas of study: Language study, Philosophy, and middle school/junior high education preparation,*

MARKET OPPORTUNITIES (Pg. 7-9)

1. *The graduates in business, health and human services, performing and visual arts, and arts and sciences and education are highly sought by business, industry and institutions.*
2. *Producing graduates for the global market place.*
3. *The institution is poised to become a Research Extensive university.*

ADMISSION STANDARDS (Pg. 9-10)

The institution has raised its index score from 92 to 94, placing it below only UCB, CSM and CSU. The University anticipated a 3% enrollment

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drop in the entering class of fall 2001, not unusual when an institution increases standards. That projection did not materialize. In fact, the 2001 entering class of 2140 new freshmen students was slightly larger than the previous year's class. The number of transfer students enrolling at UNC increased, as did the number of international students. The index increase has not negatively impacted enrollment.

What number of freshmen applicants meets the current admission index?

UNC had 4,048 applicants with indices of 94 and above, 3,998 of whom were admitted.

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

If the window were decreased to 10%, UNC could admit 430 students at the indices of 92 and 93. The actual enrollment loss would be 681.

RELATED ISSUES (pp.25-26)

UNC suggests that it is poised to become a nationally recognized research institution.

What areas of research will position UNC to be a nationally recognized research institution?

Research in teaching and learning, special education, educational leadership, reading and literacy, curriculum development and innovation, and music pedagogy reflect but a few of the areas for which UNC is recognized. Research in arts education, youth development, counseling, kinesiology, sports management, science and mathematics education, transcultural nursing education and communication disorders reflect other areas in which UNC is establishing a reputation for applied research.