

COLORADO COMMISSION ON HIGHER EDUCATION

April 5, 2001
Community College of Denver
Denver, Colorado

MINUTES

Commissioners

Present: Raymond T. Baker; Terrance Farina; Marion S. Gottesfeld; David E. Greenberg; Robert A. Hessler; Peggy Lamm, Vice Chair; Ralph Nagel, Chair; Dean Quamme.

Advisory Committee

Present: Wayne Artis; John Buechner; Aaron Houston; and Larry Strutton.

Commission Staff

Present: Timothy E. Foster, Executive Director; Jeanne Adkins; JoAnn Evans; Jim Jacobs; Ray Kieft; Jeff Richardson; and Sharon Samson.

I. Call to Order

Chair Ralph Nagel called the regular meeting of the Colorado Commission on Higher Education to order at 9:35 a.m. in Room 342 of the Tivoli Student Union at the Community College of Denver in Denver, Colorado.

Action: Commissioner Greenberg moved approval of the minutes of the February 1, 2001, Commission meeting. Commissioner Hessler seconded the motion, and the motion carried unanimously.

II. Reports

A. Chair's Report

The Chair, Commissioner Ralph Nagel, reported that Commissioners James Stewart and Bill Vollbracht were excused absent. Chair Nagel had no further report.

B. Commissioners' Reports

No reports.

C. Advisory Committee Reports

Chair Nagel introduced two new Advisory Committee members, John C. Buechner and Larry D. Strutton.

D. Public Comment

No comments.

III. Consent Items

A. Teacher Education Authorization: University of Colorado at Denver

Since the University of Colorado at Denver (UCD) offers only post-baccalaureate teacher education programs, the review differed slightly from the previous reviews of undergraduate teacher education programs. It examined the content knowledge of the program through its admission criteria. UCD's hallmark in teacher education is its rigorous field experience, supported by faculty and close involvement in its partner schools. It has strong professional knowledge, good counseling systems, and high performance on the PLACE examination. The weakness of UCD's program is that it has admission standards that do not provide conclusive evidence of mastery of content knowledge. The site review team and the CCHE staff recommended approval of UCD's teacher education program.

Staff Recommendation:

That the Commission approve the post-baccalaureate teacher education programs offered by the University of Colorado at Denver with the standard condition concerning admission to a post-baccalaureate program. Specifically, students admitted into UCD's post-baccalaureate program will need to pass a content exam prior to admission into the program and placement in the field. The ETS Academic Profile long form will be used until UCD identifies its content exam and CCHE approves the content test selection.

B. Policy Deletions

The Academic and Student Affairs staff annually reviews existing policies to improve the academic policies' effectiveness, minimize policy duplication, and reduce unnecessary bureaucracy for the state institutions. In the process of reviewing policies for web publication, the staff identified two policies for deletion. In both instances, other initiatives have supplanted the policy.

Staff Recommendation:

That the Commission delete its *Policy and General Procedures for the Development of Accountability Programs by State-Supported Institutions of Higher Education* and its *Advanced Placement Examination Reimbursement Policy*.

Action: Commissioner Greenberg moved approval of the staff recommendation for Consent Items A and B. Commissioner Hessler seconded the motion and the motion carried unanimously.

IV. Action Items

A. Report on Low Demand Programs

In February 2001 the Commission notified governing boards to take action on several low performing degree programs by April 2001. The governing boards notified CCHE of the status of their low-demand programs. The Trustees discontinued ASC's Physics degree and placed WSC's Physics degree on its exempt list. Metro merged Spanish into Modern Languages, reducing their low demand program list to three exempt programs and African American Studies. In addition, two governing boards filed requests for an extension.

Dr. Samson reported that Metropolitan State College of Denver's (MSCD) African American Studies Program did not meet the exemption last year. Since the program may no longer be exempt, the institution and the governing board took action to discontinue the program. New information was provided and a community partnership has developed that may justify a three-year trial extension.

Dale Mingleton, Chair of The Trustees of the State Colleges, reported that the board told Metro that if the institution could garner community support, the Trustees would consider support. The community members came forward and convinced the governing board to support the program and commit additional funding. In addition the Metro student body rallied to support the program, created a banner and held a rally on campus.

In response to Commissioner Lamm's question about how to increase the low enrollment was low, Dr. Cheryl Norton, Vice President for Academic Affairs at MSCD, stated that the African American Studies Department identified links

between the major and the business community. The community interest will provide internship opportunities for students. An advisory board was established to identify skills that are necessary for effective employees. The program has grown from three students enrolled to fourteen and three graduates in the last five semesters.

Aaron Houston, representative of the Colorado Student Association, spoke on behalf of the students, and commended the Metro and the others for the work to continue the program.

Staff Recommendation:

That the Commission approve MSCD's request for a three-year extension for the African American Studies degree program with the understanding that: (1) Metro will provide the requested data before the April Commission meeting; and (2) the third year of the extension is contingent upon Metro's degree program demonstrating reasonable progress in enrolling and graduating a sufficient number of students.

Action: Commissioner Hessler moved approval of the staff recommendation. Commissioner Baker seconded the motion and the motion carried unanimously.

Dr. Samson reported that in April 2000, the Regents of the University of Colorado filed an appeal for a one-year extension for University of Colorado at Boulder's Communication M.A. degree. They are requesting the extension because (1) the projections indicated that the Communication M.A. degree would graduate three students. (2) At the end of the one-year extension (April 2001), it would be possible to determine if sufficient interest exists to justify continuing the degree program at the masters' level. One student graduated in 2000. The institution stated that it would voluntarily discontinue the program if its graduation numbers did not justify student demand. In 1997 the institution was given three years to intervene, an additional year last year based belief that there were more students interested in graduating or prepared to graduate. However, they only graduated one student in the last fiscal year. Staff does not believe that data shows sufficient enrollment to meet the goal with a one-year extension.

Dr. Elizabeth Hoffman, President of the University of Colorado, stated that the University probably made a mistake by not requesting a three-year extension last year, as there has been a revamping of the program and ten new students enrolled, expecting to graduate in two years.

Dr. Phil DiStefano, Vice Chancellor for Academic Affairs at UCB, stated that prior to 1998, the Department of Communications admitted only Ph.D. students. In 1998, the department restructured the program as a two-year program designed to serve pre-doctoral students and those seeking an MA. Two students were admitted in 98-99, four in 99-00, and the first full class of ten were admitted in fall 2000. Applications for fall 2001 have more than doubled to 42 applications.

He supported an amended request for a two-year extension because ten students will graduate in spring 2002. If threshold is not met, the university will agree to close the program in June 2002. He said the job market is good for communication majors and there are 400 students in the undergraduate program and 30 students in the doctoral program.

In response to a question raised by the Commission Dr. DiStefano stated that the policy requires that low demand programs be closed or restructured. It took the department time to restructure and get the student population into the program because the program was a graduate program recruiting through advertising not from undergraduate pool. There are two undergraduate programs on the exemption list, Asian Studies and Italian. Graduate programs are not exempted.

The Commission supports vital programs, however, there was an agreement that three was a good number of exempted programs. Dr. DiStefano responded that of the original five undergraduate low demand degree programs, only two are operating below the benchmark. Graduate programs are not exempted, that is why UCD requested the extension.

Commissioner Baker was concerned that it is dangerous ground and that the problem will have rippling effects down the road. Other institutions will consider this a precedent.

President Hoffman appreciates the comments and reiterated the university's commitment to close the program if numbers are not met.

Staff Recommendation:

That the Commission deny the University of Colorado at Boulder's request for a second one-year extension for the M.A. degree in Communications.

Action: Commissioner Quamme moved to approve the request by the University of Colorado at Boulder for a two-year extension of the M.A. in Communication program with the automatic termination of the program should they not graduate five students in the next two years or three students in any year. Commissioner Farina seconded the motion. The motion carried with a vote of seven (7) in favor and one (1) opposed (Baker).

B. **Proposed Changes to Capital Assets Policy Concerning Renovation of Facilities**

Jeanne Adkins reported that the program plan review process outlined in the Commission's policies lends itself well to assessment of new capital construction. However, its relevance to renovation of – particularly extensive renovation and remodeling – existing facilities is less workable. Cost overruns are more likely for these projects than other types of capital projects. Policy changes result from a review of cost overruns after initial estimates have been made and projects have

been referred to the Capital Development Committee. The existing policy does not have an ability to address this. There is a need to see the evaluation of building, structural soundness, and receive accurate cost estimates to prevent cost overruns.

Ms. Adkins outlined the proposed policy changes and concerns received from the higher education community. The revisions are intended to save money and eliminate duplication of architecture and engineering costs. The concern of the CCHE staff and the Capital Development Committee is that the traditional program plan process lends itself well to new construction but not to the renovation project. The Commission needs to receive an evaluation of the building condition and good cost estimates.

The legal interpretation is that the legislative intent clearly requires an independent review, rather than by someone employed by the institution. The policy would require institutions to submit plans in June of 2002. However, the independent third-party reviews would go into effect immediately.

Ms. Adkins asked for Commission decision relative to the percentage of the renovation project before the Commission needed to be involved in the process, in two sections of 4.04 of the proposed policy. The Commission recommended that the percentage be left to the "discretionary decision" of the institution. If there is a difference of opinion, it will be brought before the Commission.

Ed Bowditch, Vice Chancellor for Administrative Affairs for CSU System, testified that the CSU system will make the policy work and appreciate the modifications to the policy.

Staff Recommendation:

That the Commission adopt the policy changes proposed in Capital Assets Policy Part E at its April 2001 meeting.

Action: Commissioner Farina moved to approve the proposed changes to the Capital Assets Policy Part E with the changes to pages 19 and 20, section 4.04. -- recommended that the percentage be left to the "discretionary decision" of the institution. If there is a difference of opinion, it will be brought before the Commission. Commissioner Quamme seconded the motion and the motion carried unanimous.

C. Revisions to Section III, Part D, Guidelines for Long-Range Facilities Master Planning

Ms. Adkins reported that the proposed revisions to the Long-Range Facilities Master Planning policy were discussed with the chief financial officers, and were presented to the Commission at the March meeting. The revisions include referencing the institutional academic planning with the facilities plans and

incorporating infrastructure and technology planning as well. Minor changes were made to the proposed revisions that were included in the March agenda. The distance learning objectives have been incorporated in the guidelines. The institution will make its distance learning assessments and relate those decisions to its facilities plan.

The Commission received written objections to the parking portion from Boulder City Council and Planning Office, and from the Fort Collins city planning department that recommend strengthening the requirements that institutions work with communities for more community review. Ms. Adkins pointed out that state institutions are not subject to municipal oversight. However, the Commission advises institutions to work with communities but it is not a requirement.

Gayle Schwartz, Regent of University of Colorado and former CCHE Commissioner, stated her appreciation the incorporation of the distance education portion of policy.

George Walker reported that MIT is opening its entire course system to internet distance learning. He would like to see later discussion as to the impact that has on Colorado.

Staff Recommendation:

That the Commission adopt the policy changes in Capital Assets Policy, Section III, Part D, as outlined in Attachment A.

Action: Commissioner Lamm moved to approve the staff recommendation. Commissioner Baker seconded the motion and the motion carried unanimously.

D. University of Southern Colorado Master Plan Addendum Review

Ms. Adkins reported that in October 2000 the Commission reviewed the University of Southern Colorado (USC) Master Plan. Several issues concerning the sufficiency of the plan and its conformity to Colorado Commission on Higher Education guidelines were raised at that time. The Commission deferred approval of the USC plan, referring it back to the State Board of Agriculture for its review of the issues raised. Subsequently, USC submitted an addendum.

The revised master plan satisfies staff concerns as follows:

1. *USC re-evaluate its enrollment projections in light of the historic enrollment patterns for the institution in the first phase of the plan.*
2. *Incorporate the vision of the State Board of Agriculture for the institution within the master plan document and outline its relationship to CSU as the board envisions the partnerships outlined in the plan.*

3. *USC present an assessment of its technology plan and its impact on its facility plan.*
4. *USC re-evaluate its proposed administrative space needs and reassess the growth of its administrative resources in light of its inability to achieve expected enrollment growth.*
5. *Given historic performance USC should re-evaluate its graduate/undergraduate projections, its freshmen retention rates and retention projections and its enrollment projections in a 10-year window — not the 20-year window outlined in the two-phase plan — using academic year 99-00 as the base year.*
6. *That the institution provide “the next step” of the USC in Transition assessment, providing CCHE with its vision of how it might re-design its curriculum to meet the needs outlined in that intra-institutional assessment.*
7. *Other informational issues (included in a CCHE staff discussion with USC officials after the October 2000 Commission meeting): The partnership with the private sector as it relates to student housing should be described. Provide commentary about USC’s commitment to renovation as an alternative to new construction. Discuss classroom scheduling.*

In a related analysis referring to the strategic planning at USC, staff requested that upon completion, the institution incorporate the academic plan as part of its master plan. That will allow the academic direction of the institution to be incorporated in the facilities decision-making process. Distance learning has grown on this campus. However, it is the students already on the campus who are taking the distance learning classes, there is not a new market. This is in fact affecting their facility decisions and the utilization pattern will be reviewed. Also, approval for Master Plan should be a six-year approval, rather than a twenty-year overview.

Dr. Tito Guerrero, President of the University of Southern Colorado, spoke on behalf of the USC Master Plan Addendum. He expressed his appreciation to the Commission and supports the staff recommendation to improve the submission. The recommendation is one that makes sense for the institution. The institution plans to coordinate the strategic plan and technology planning with the facilities master plan. Ms. Valerie Borge and Robert Sachs were available to respond to any questions.

Valerie Borge, Vice President for Finance and Administration at USC, stated that the USC strategic planning committee has identified six strategic initiatives and they are developing goals for implementation to be complete in Summer 2001.

Dr. Guerrero stated that the institution had six years of declining enrollments and two years ago USC had a nine-percent increase in freshman enrollment. This past

fall they had a seven-percent increase. The institution is focused on student retention and drawing new students to the institution.

Commissioner Baker referred to the previous staff write-up on the master plan discussing the administrative staff growth. In its addendum submission, the institution attributes that growth to the increased student service administrative staffing. Ms. Adkins said the initial assessment was done using figures by State Board of Agriculture and the institution for a Joint Budget Committee footnote on the growth of administrative positions. The addendum, however, draws information from a variety of resources. The number is higher if the positions are considered Administrative Personnel. Lower number reflects the total of Student Services personnel, a subset, reported by USC.

Staff Recommendation:

That the Commission:

- Grant a six-year approval for the University of Southern Colorado Master Plan as amended by the Addendum submitted January 2001;
- That USC on completion of its strategic plan file an executive summary of the document as an addendum to the plan for future review of program plans submitted during the life-span of the facility planning document; and
- That USC's technology planning document incorporate its distance learning objectives and its infrastructure needs as it is updated as an addendum.

Action: Commissioner Baker moved to accept the staff recommendation to accept the six-year Master Plan. Commissioner Farina seconded the motion and the motion carried unanimously.

E. Non-General Funded Buildings

Ms. Adkins reported that the Capital Development Committee has requested that the CCHE staff, the State Building Department staff, and the Office of State Planning and Budgeting address five issues on controlled maintenance support, and funding. That report was submitted to the Capital Development Committee (CDC) last month. CDC asked the Commission to weigh in on recommendation five and a preferred solution to that recommendation. The recommendation asks for annual controlled maintenance building assessments that detail the condition of the facility be completed on non-general funded buildings. This would include auxiliary funded buildings and buildings that are operated as cash-funded buildings. This is not significant on most campuses, however, at research institutions there is a large amount of square footage in these categories. Some community colleges have large auxiliary facilities such as dorms. The CDC would like to know if the Commission wants to weigh in on changing the statute that says that an assessment should be done by the State Buildings Division on

these facilities or an alternative. An alternative is a Memorandum of Understanding between the State Buildings Division and CCHE to cooperatively work on this issue and use the Buildings Division process, rather than changing the statute.

Action: Commissioner Nagel moved that there be a Memorandum of Understanding between CCHE and the State Building Division to handle the non-general (auxiliary and cash) funded facilities controlled maintenance report. Commissioner Quamme seconded the motion and the motion carried unanimously.

V. Items for Discussion and Possible Action

A. None

VI. Written Reports for Possible Discussion

A. Degree Program Name Change: University of Colorado at Denver and Metropolitan State College of Denver

The Commission accepted the degree program name change as approved by the Executive Director as follows:

1. Institution: **Metropolitan State College of Denver**
- Current Program Names: Spanish (BA), French (BA), German (BA)
- New Program Name: **Modern Languages (BA)**
- Approved by: The Trustees for the State Colleges of Colorado (March 16, 2001)**
- Rationale: To positively impact low demand programs.

Scope of Proposed Change:

The merging the three-degree programs has improved the quality of the foreign language offering. The three tracks require students to take four core courses, four courses of advanced French, German, or Spanish, five literature and culture courses, and a senior experience. The redesign occurred concurrently with the redesign of teacher education. In summary, the proposed name change/merger will have a positive impact on Modern Language students by allowing them to

complete the degree program in 120 credits and potentially increase the enrollment level.

2. Institution: **University of Colorado at Denver**
- Current Program Name: Administration, Supervision, and Curriculum Development (MA) (Ed.S)
- New Program Name: **Administrative Leadership and Educational Policy Studies** (MA) (Ed.S)
- Approved by:** **The University of Colorado Board of Regents (March 16, 2001)**
- Rationale: To address a trademark infringement complaint.
- Scope of Proposed Change:
- No change in program graduation requirements, course offerings, or course content. Therefore, proposed name change has no impact on currently enrolled or future students.

B. Concept Paper:

1. Doctor of Philosophy (Ph.D.) In Neuroscience at the University of Colorado at Boulder

The Commission accepted the concept paper for a Doctor of Philosophy (Ph.D) in Neuroscience at the University of Colorado at Boulder.

Dr. Barbara Bowmann, Vice President for Academic Affairs at the Community College of Denver, on behalf of the President, Dr. Christine Johnson, welcomed the Commission to the campus. She presented an overview of the campus and gave the Commissioners a gift from the institution.

Action: Commissioner Greenberg moved to adjourn the meeting. Commissioner Hessler seconded the motion and the meeting adjourned at 11:50 a.m.