

## **INSTITUTION: ADAMS STATE COLLEGE**

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. 18-19)**

1. *Adams State College has two distinct market niches.*
  - *Residential Students (39% from the six county San Luis Valley), (42% from other Colorado counties), and (19% from outside Colorado).*
  - *Off-campus students (State-funded programs serve students in several specific locations throughout Colorado.) (Cash-funded programs serve primarily graduate students and post baccalaureate students throughout Colorado.) Cash-funded programs are almost entirely market driven reflecting the intent of the college to be entrepreneurial by responding especially to the needs of the K-12 profession.*
2. *Adams has expanded its off-campus market through a focused participation in the Rural Education Access Program, providing 4-year degree completion options in business and education for students attending rural community colleges.*
3. *Quick and efficient response to the educational needs of K-12 professionals and undeserved 4-year college populations.*

#### **Has Adams State's market niche changed during recent years?**

Yes. With the REAP program, ASC has expanded its market niche to serve students at three community college campuses.

#### **Is its niche unique?**

Yes. ASC has aggressively pursued the cash funded market, competing with private colleges throughout the state. Consequently, it has a more entrepreneurial image.

#### **How will this niche provide increased access to Colorado residents or the market that is directly related to statutory role and mission?**

The niche defined by REAP and the cash funded courses provides multiple opportunities to serve place-bound students interested in pursuing a four-year degree.

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## **ROLE & MISSION**

Current Statutory R&M:

*23-51-101 Adams State College, which shall be a general baccalaureate institution with moderately selective admission standards. Adams State College shall offer limited professional programs, Hispanic programs, undergraduate education degrees, masters' level programs, and two-year transfer programs with a community college role and mission but shall not offer vocational education programs. The Commission after consultation with the college and governing board shall determine which graduate programs, if any, at the college shall be phased out. Adams State College shall receive resident credit for two-year course offerings in its Commission-approved service area.*

Proposed R&M:

*Adams State College proposes that its name change to Adams State University (p. 4).*

*Change the name of Adams State College to Adams State University. This has marketing, not fiscal, implications. It is advantageous for off-campus programs and probably is important for traditional undergraduate marketing. Colorado's growth is heavily from new arrivals, and most other states have differentiated the four-year sector from the community college sector by the term university.*

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

The proposed name change is a common theme among the role and mission documents with several state colleges advocating it. Does "university" in the name connote graduate programs? Should Colorado use common criteria to refer to universities (e.g., size, degrees, performance)?

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

The comprehensive degree authority (two-year academic to masters' degrees) differentiates ASC. The only specific degree name -- Hispanic Studies -- was closed to lack of student demand.

**How is the role and mission built on the institution's strengths?**

The role is built on a rural college's ability to serve an undergraduate population and expand access to remote areas of the state.

**What other R&M statements are contained in the proposal but not captured in the**

**role and mission statement?**

ASC proposes policy changes similar to the performance model that CSM is developing. Several other institutions requested similar policy changes.

**INSTITUTIONAL STRENGTHS** (p. 8)

1. *Programs including business, biology, music and counselor education have been recognized as Programs of Excellence.*
2. *The availability to offer AA and AS degrees to students who may not currently desire a 4-year degree.*
3. *The ability to offer off-campus degrees through a variety of partnerships including K-12 districts.*
4. *Partnerships with rural community colleges developed through the Rural Education Access Program.*
5. *A tradition and an interest in working with undeserved populations including. Ethnic minorities, first-generation and low-income students.*

**WEAKNESS** (excluding faculty salaries and financial shortfalls) (pp. 8-9)

1. *Adams State College needs to rigorously review individuals responsible for implementing programmatic changes.*
2. *Technology funding needs to be addressed.*
3. *Resource stability needs to be addressed and maintained.*

**MARKET OPPORTUNITIES** (pp. 9-10)

1. *Expansion of off-campus undergraduate degree completion programs for place bound students in under served areas.*
2. *Expand the college's role in offering off-campus graduate education in the areas of teacher education and counseling.*
3. *Continuing to serve first-generation and low-income students who benefit from a personalized and supportive campus environment.*
4. *Adams State College is an agile and responsive institution that has developed reliable off-campus programs that can effectively respond to the shift from a campus-centered to a more dispersed model of educational delivery.*

**ADMISSION STANDARDS** (pp. 11-13)

The college does not propose a change in admissions standards.

**What number of freshmen applicants meets the current admission index?**

459

Adams State College

Role and Mission Discussion: November 16, 2001

Prepared: 12/27/2001

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

Reduction of window will not impact ASC freshmen enrollment because it may offer admission to the two-year programs – approximately 116 freshmen students enroll in the two-year programs.