

INSTITUTION: MESA 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. 17-19)

The Western Slope

The immediate service areas of Mesa, Montrose, Delta, and Garfield counties are the Institution's primary Western Slope target market that account for and make up 56 percent of its undergraduate population. A significant proportion of students from these areas represent first-generation and low-income families.

Front Range

Approximately 35 percent of the enrolled students are from counties on the Eastern Slope. These students are of traditional college-age and are from primarily white, suburban, middle-class schools.

Transfer Students

While the transfer student population continues to grow slightly, Mesa State is unique in the fact that many of its transfer students matriculate from its two-year community college programs into its baccalaureate programs.

Western Undergraduate Exchange

The Western Undergraduate Exchange Program (WUE) has assisted tremendously in out-of-state recruitment efforts. Eight of the nine highest non-resident enrollments are from WUE states: Arizona, Hawaii, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming.

International Students

Nationally, the international student market has been a declining market, and Mesa State is no exception to this trend. The primary reason for the national decline is the world financial market.

Is it unique? The recruitment plan is similar to other public colleges: large proportion of local high school students, sizable percent from Front Range, small out-of-state enrollment, except for WUE exchange students, and declining international students.

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 western slope target is the major pipeline for providing increased access to Colorado low-income residents and first-generation college students. The number of these students is not specified.

ROLE & MISSION

Current Statutory R&M

23-53-101 Mesa State College, which shall be a general baccalaureate institution and specialized graduate program, with moderately selective admission standards. Mesa State College shall offer liberal arts programs and a limited number of professional, technical, and graduate programs. Mesa State shall also maintain a community college role and mission, including vocational and technical programs. Mesa State College shall receive resident credit for two-year course offerings in its Commission-approved service area.

Proposed Changes to R&M

- *Designate Mesa State as a "regional education provider" allowing it to provide, within its institutional capability, educational programs that demonstrate sufficient regional student demand,*
- *Strengthen and expand the community college role by reorganizing the School of Applied Technology into the "Western Colorado Community College,"*
- *Expand the Institution's graduate degree offerings in selected professional fields, and*
- *Change the Institution's name from "College" to "University."*

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

The split between the two-year role and mission and the four-year role and mission varies with the historical statutory role and mission. Creating a "new" community college seems to fragment the program array rather than integrate it as described in statute. Approximately 100 students transfer from Mesa's two-year degree programs into the four-year programs.

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

The comprehensive degree authority (vocational certificates to masters' degrees) differentiates Mesa. Separation may impact ability to offer remedial. No unique degree market niche identified in current role and mission statement.

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

As a multi-level degree granting institution, Mesa has the lowest administrative costs. Differentiation may affect this efficiency.

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

The requested expansion of graduate authority indicates that this will supplant the Western Graduate Center administrated by the State Trustees.

INSTITUTIONAL STRENGTHS (p.7)

- *Mesa State has managed responsibly and effectively the very limited resources available to the Institution to meet high priority goals and objectives identified by its publics.*
- *Mesa State employs a productive faculty and staff who are committed to providing a student-centered education. The Institution has the highest reported productivity of all four-year institutions in the State of Colorado.*
- *Mesa State enrollment continues to grow, and entering students are better qualified.*
- *Mesa State has strong support from partners within the region and from the surrounding community at-large.*
- *Mesa State boasts the lowest administrative costs among Colorado's post-secondary schools as a percentage of education and general (E&G) funds.*

INSTITUTIONAL WEAKNESSES (Excluding salaries and institutional shortfalls)
(p. 7)

- *Lack of adequate classroom space makes it difficult to offer more classes during periods when students prefer to attend, which impacts student satisfaction/retention.*
- *Continuing the current institutional practice of funding increased student demand and enrollment from internal reallocation threatens the Institution's ability to serve future students.*
- *The name "college" weakens the Institution's ability to market the value of the Institution to prospective students, donors, and employers.*

MARKET OPPORTUNITIES

None identified.

ADMISSION STANDARDS

Mesa is a moderately selective institution. Mesa does not request change to index but its window size is operating less than 2%.

What number of freshmen applicants meets the current admission index?

1,407 applicants meet the index.

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

Reduction of Mesa's window will not impact Mesa's freshmen enrollment. However, reduction of the window at other Colorado institutions has the potential to positively impact

What is the number of students who currently apply to Mesa's two-year programs?

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