

INSTITUTION: UNIVERSITY OF COLORADO HEALTH SCIENCES CENTER

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)

- a. *The current student market consists primarily of residents of the entire state of Colorado first, then second, the remainder of the nation. On average, eighty-eight percent of UCHSC students are residents of Colorado.*
- b. *There are no undergraduate freshmen or sophomores at UCHSC.*
- c. *UCHSC is presently located in many Colorado communities through its Area Health Education Centers (AHEC) program. Each community AHEC has its own board. Dozens of courses and clinical students are provided to Colorado communities through the AHEC system. (pp 11-12)*

Is it unique? Yes. Only medical school in the state, offering upper division undergraduate degree programs and graduate programs in health and medicine.

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 extended studies program provides broad access to the continuing education needs of credentialed medical professionals.

ROLE & MISSION

Current Statutory R&M

23-20-101 (1) (d) The campus of the University of Colorado associated with the university of Colorado hospital shall be a professional institution offering baccalaureate and graduate programs in health-related disciplines and professions.

Proposed Role and Mission (p. 1):

The 2000 Carnegie Classification identifies UCHSC as a “specialized institution” of “medical schools and medical centers.” There are no plans to change this designation. UCHSC offers baccalaureate, masters, professional, and doctoral degrees in thirty academic programs (p .7; Appendix 2. As the only health sciences center in Colorado and the only one within a five hundred mile radius of Denver, UCHSC’s peers are regional and national

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

No change proposed

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

The Carnegie classification differentiates the Health Science Center more explicitly than statute.

Does the institution suggest a statutory change? No

How is it built on the institution’s strengths?

The role and mission is tied to the university hospital’s role and mission. “To facilitate and support the education, research, and public service activities of the health sciences schools (medicine, dentistry, nursing, and pharmacy), In order to provide for the education and training of health care professionals, to provide a clinical setting for biomedical research”.

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

STRENGTHS (

Strengths

- 1. As the only academic health sciences center in Colorado and the only one within a 500-mile radius, the UCHSC is a unique and valuable Colorado institution, educating health professionals and scientists, providing community service and health care to Coloradans and residents of the region, conducting research in the health sciences, and awarding degrees in 30 programs within the health sciences.*
- 2. A number of UCHSC’s degree programs are nationally recognized for their excellence, including, most recently, the master’s program in Public Health, the Cell and Developmental Biology program, the Family Medicine program, and the Nurse Practitioner graduate program.*
- 3. UCHSC’s programs include the only professional degree programs in the state for medicine (M.D.), dentistry (DDS), pharmacy (Pharm.D.), and*

physical therapy. UCHSC also offers advanced training in seventeen doctoral-level (Ph.D.) basic and clinical science programs.

- 4. Admission to UCHSC's programs is typically very competitive and those accepted as students are well qualified and highly motivated. This is perhaps best reflected in the numbers of entering students who complete their work and graduate. Across all programs, the graduation rates have equaled about 95% of the entering classes, with no differences in the rate related to students' ethnicity or gender (pp 3 & 5).*
- 5. Affiliates such as the University of Colorado Hospital, The Children's Hospital, and the UCHSC's Area Health Education Centers (AHECs) help educate UCHSC students in rural areas, at regional health centers, and many other health care facilities throughout Colorado.*

BARRIERS

- 1. Transition to the Fitzsimons campus has been slowed due to external forces such as changing state priorities, the impact of the TABOR amendment, political considerations, and CCHE approval of capital projects such as the Education Complex 1 and Infrastructure. UCHSC's governance within the public education system requires the development of the Fitzsimons campus to be approved at a number of levels in the state system of higher education. This has the effect of lengthening the decision-making processes, resulting in some lost opportunities and, in some cases, increased project costs.*
- 2. Academic health sciences centers are increasingly regulated by a plethora of external agencies. The UCHSC spends untold resources on responding to layers of constantly changing regulations and requirements as well as the accountability measures, reporting, auditing, and potential litigation that inevitably follow. These requirements are promulgated by agencies such as the Office of Management and Budget, the Environmental Protection Agency, the Food and Drug Agency, the CCHE, State Personnel, and many others.*

MARKET OPPORTUNITIES

- 1. The federal government's conveyance of 217 acres on the site of the Fitzsimons Army Medical Center at no cost to UCHSC made construction of a new UCHSC campus possible and created an opportunity for the university and for the state of Colorado to profit enormously from what might have been just another military base closure.*
- 2. The new UCHSC campus at Fitzsimons will bring with it enormous economic benefits to the area. It will create new jobs by the development of the campus and by ancillary developments in the private sector, an increase in laboratory and clinical space that will not only allow UCHSC's faculty to exploit research ideas that were not previously developed because of the lack of space at the Ninth Avenue Campus, but will also provide access to close cooperation with the site's 160 acre Biotech Park to develop those*

discoveries into new treatments.

3. *A recent poll showed that more than 90% of the Colorado residents surveyed thought it important for the state to be a leader in medical research. The same poll indicated that over 80% of those responding thought it important to fund medical research because of the economic benefits, including jobs, it.*
4. *The new campus will provide the facilities, space, and flexibility to respond to the rapidly changing needs of the health professions, with opportunities for interdisciplinary education and collaborations that are difficult or impossible on the current campus. UCHSC's Fitzsimons campus will in all likelihood make it much more likely that the preeminent faculty and well-qualified students who were not attracted to the old campus because of its limited laboratory and classroom space will want to become part of the new campus.*

ADMISSION STANDARDS

Not Applicable