

INSTITUTION: COLORADO STATE UNIVERSITY

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

The market for Colorado State University is defined in part by the institution's land-grant mission -- and the commitment to broad-based teaching, research, service and access entailed in that mission -- and in part by the evolving needs of the state. Certainly, Colorado State offers great breadth and depth of programming to serve this market, along with many unique programs, including those in agriculture, natural resources, social sciences and life sciences (including professional veterinary medicine (pp. 31- 32).

Is it unique?

Unique programs in agriculture, natural resources, veterinary medicine. The social science and life science category is broad and not uniquely identified, but could be.

Has it changed? No, same for past 10 years.

How will it provide increased access to Colorado residents or the market that is tied to this institution's role and mission? Described in admission standards section.

ROLE & MISSION

Current Statutory R&M

23-31-101 Colorado State University shall be a comprehensive graduate research university with high admission standards offering a comprehensive array of undergraduate programs consistent with the tradition of land grant universities. The Colorado Commission on Higher Education shall further define role and mission of the institution and establish as great a distinction among graduate offerings at the Boulder campus of the University of Colorado, Colorado State University, and the University of Northern Colorado as is in its judgment educationally, geographically, and economically appropriate. The governing board shall adhere to this further definition of role and mission. Colorado State University has the responsibility to provide on a statewide basis, utilizing whenever

possible and appropriate the faculty and facilities of the other educational institutions, those graduate level programs designated by the commission as primarily its statewide responsibility. The commission shall include in its funding recommendations a level of general fund support for these programs.

Proposed R&M Changes

None

Institutional Vision statement:

Colorado State's ongoing commitment to this role is expressed in its institutional mission statement:

Colorado State University belongs to the people. True to its land-grant heritage and responsibilities as a student-centered major research University, Colorado State focuses on the interrelated areas of education, research, and outreach. The University is committed to excellence in advancing the frontiers of knowledge, providing intellectual and cultural leadership, preparing students for lifelong roles as productive citizens and thinkers, and striving always to improve the human condition. Colorado State's learning community is grounded in intellectual curiosity and high ethical standards empowered by personal integrity and respect for the diversity of peoples and cultures.

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

Yes

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

CSU's document has the same problem as UCB's and UNC's. The role and mission statement lacks differentiation at the graduate level.

Does the institution suggest a statutory change?

NO – Build on land grant tradition.

YES – admission standards – reduce the index floor to 90; reduce number of non-degree seeking students in ACCESS to 250; place admission priority on unique undergraduate programs.

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

INSTITUTIONAL STRENGTHS

1. *Colorado State is a student-oriented institution, with a dedication to teaching, learning and building people of character and competence.*
2. *Colorado State is committed to excellence in its research programs and activities.*
3. *The University is dedicated to service and outreach, in the land-grant tradition.*
4. *Colorado State's Programs in the Life Sciences.*
5. *The faculty of Colorado State University provides a backbone of excellence and achievement across all academic areas of the institution.*

WEAKNESS (excluding faculty salaries and financial shortfalls)

The document identified external weaknesses, but no internal weaknesses (p. 9)

The financial constraints brought about by TABOR -- combined with other factors, including an environment of increasing regulation and controls -- seem to have created the strong perception among faculty in other states of an unfavorable environment for higher education in Colorado.

MARKET OPPORTUNITIES

Colorado State's overarching goal is to build a great University. All [opportunities] must devolve to support the academic mission of the University.

1. *Undergraduate instruction, emphasizing students and learning. Colorado State believes its undergraduate experience should be the best in the Rocky Mountain region.*
2. *Identify and develop future leaders in business and industry as well as social, cultural and all other areas impacting society*
3. *Enhance research and the historic strengths of the institution – defined by select areas in veterinary medicine and biomedical sciences, agriculture and natural resources, engineering, and natural sciences – must be protected and nurtured to still greater eminence*
4. *Enhance information and technology.*
5. *To expand access to education for Colorado residents, especially to those individuals who have been historically under-represented.*
6. *Development of its new Colorado Policy Institute to support the state in planning for and managing growth.*
7. *Adjustments to its traditional structure, providing for more interdisciplinary collaboration and interaction.*
8. *Use of new technologies to enrich the quality of instruction and expand the physical boundaries of the campus in delivering instruction.*
9. *Seek the next level of excellence and identify areas of selective excellence for individual programs and services. These decisions will be based on*

- the needs of the state, students and the University's many clientele.*
10. *Over next five to seven years, Colorado State has predicted approximately 40% of its tenure/tenure track faculty positions may become vacant.*

ADMISSION STANDARDS

Colorado State believes its admissions policies and practices are well aligned to its mission and goal, given the University's land-grant mission, which mandates a significant focus on student access. ... Colorado State's admission index of 101 is the third highest in the state. While it is important to be concerned with the academic preparation of all students, this concern must be balanced against the University's obligation to the state to educate [residents] of the State of Colorado. Colorado State University has many unique majors and programs. Colorado residents who are not able to enroll in unique programs offered through Colorado State often have no option but to seek out-of-state opportunities.

CSU's analysis has shown student index scores have a strong positive relationship to student grade point average, time to graduation, and overall graduation rate. The data also indicate there is a range of students, with index scores from 90 to 109, whose performance is quite similar and who have typically been highly successful at Colorado State.

Early research indicated that students with an admissions index lower than 90 did not have an adequate level of preparation to be successful at Colorado State. As a result, the University put an index "floor" of 90 on its admissions decisions and only admits students below that level if they have other substantial indicators of potential for success.

Colorado State University's ACCESS (Accessing College Campus Enrollment for Select Students) Program

For many years, Colorado State University has offered students who do not meet its admissions index the opportunity to enroll in undergraduate courses through the Division of Educational Outreach, a TABOR enterprise.

Colorado State University will implement significant changes to its ACCESS program effective fall semester 2002, including a reduction in the number of students participating in the program, revisions to tuition charges, and priority consideration for majors unique to Colorado State.

The current ACCESS program is an alternate enrollment program that provides a select number of freshmen with the opportunity to earn admission through enrollment in regular Colorado State University

classes. Participants complete credits that apply toward graduation requirements and have the opportunity to prove themselves successful and possibly be accepted for regular enrollment. To achieve regular admission, ACCESS students have up to two semesters to complete at least 12 grade point credits with a minimum cumulative grade point average of 2.0.

*The number of students participating under the new ACCESS program guidelines will have a target goal of **approximately 250 students**, approximating 170 resident and 80 nonresident students each year -- although some modest fluctuation during the first couple of years of the new program could occur. Additionally, the University will focus on limiting the number of resident students to the 170 range, while the number of non-residents may move up or down depending on market conditions. Resident students will be charged the equivalent of resident tuition plus the in-state subsidy for a resident FTE. Nonresident tuition would remain at nonresident rates.*

*Resident students applying to majors offered at Colorado State University, but not at other four-year institutions in the state, will be given **priority** for the ACCESS program. Applying to a unique major, however, will not be a requirement for offering resident students the opportunity to participate in the program.*

What number of freshmen applicants meets the current admission index?

6,794 meet the 101 index score

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

CSU could only admit 800 students beyond the 6,800 who meet standards. Freshmen enrollment would drop 375 students.

If admission standards were waived for the applicants to unique undergraduate programs, how would this impact freshmen enrollment?

No information on this impact in the document.