**D-R-A-F-T**

REPORT OF A FOCUSED VISIT

(Organization’s Request for Change)

(Review Draft, February 8, 2005)

TO

University of Colorado at Denver and Health Sciences Center

Denver, Colorado

January 24-25, 2005

FOR

The Higher Learning Commission

A Commission of the North Central Association of Colleges and Schools

EVALUATION TEAM

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ASSURANCE SECTION

REPORT OF A FOCUSED VISIT
(Organization’s Request for Change)

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ASSURANCE SECTION

REPORT OF A FOCUSED VISIT
(Organization’s Request for Change)

I. CONTEXT AND NATURE OF VISIT

Following notification given to the Higher Learning Commission (HLC) of the June 30, 2004 action taken by Regents of the University of Colorado to consolidate the University of Colorado at Denver (UCD) and the University of Colorado Health Sciences Center (UCHSC) into a new organization named the University of Colorado at Denver and Health Sciences Center (UCDHSC) effective July 1, 2004, the HLC communicated with the Chancellor of the UCDHSC advising that accreditation of the new entity with the HLC should remain intact, since the two accredited organizations were consolidated into one. The HLC advised further that, in keeping with Commission policy, a Focused Visit of the new organization would be conducted.

To better understand the genesis of the consolidation, let’s review pertinent background of the two campuses.

The University of Colorado Health Sciences Center (UCHSC) is the only academic health center in the Rocky Mountain Region. It is located in the heart of Denver and is comprised of five schools – medicine, nursing, dentistry, pharmacy, and graduate – as well as research centers and affiliates.

The UCHSC has a rich history of providing world-renowned medical advances in education, research and clinical service. For decades, dedicated professionals of the UCHSC have served the healthcare and related educational needs of Coloradoans and others throughout the region and beyond. The University of Colorado Hospital and the Children’s Hospital clinical services provide professional care to more than 800,000 patients annually. The School of Dentistry provides clinics to numerous under-served communities and at-risk populations. Evidence of national recognition was cited by U. S. News and World Report in 2003 and 2004. Examples include:

• The School of Medicine ranked 5th in family medicine specialty, 11th in pediatrics and AIDS specialty, 13th in substance abuse specialty, 20th in internal medicine specialty, 24th in rural medicine specialty, 9th among primary care medical schools, and 31st among research medical schools;

• The School of Medicine ranked 15th in the AAMCs National Institutes of Health (NIH) research expenditures and 4th among all public medical schools;

• The Child Health Associate/Physician Assistant Program was ranked 6th;
• The School of Nursing ranked 1st in pediatric nursing specialty, 6th for both nursing service administration and family specialties, 10th for gerontological/geriatric specialty, and 15th for its masters degree programs;

• The School of Dentistry ranked 1st in increases in research funding; --pls delete AND Substitute items below

• The University of Colorado School of Dentistry has an applicant pool of over 1100 for 50 class spots in the DDS program. In terms of excellence, this year CU is projected to be #1 out of all US dental schools in terms of entering GPA of its accepted students. Historically it has been either first, second or third.

• Last year the School of Dentistry experienced a 17% increase in sponsored research. This increase is one of the highest among all US dental schools and puts CU in the top third of schools relative to federal funding of sponsored research.

• The University of Colorado School of Dentistry's community-based service learning component of its DDS program is looked upon as the national model among dental schools, and was the program upon which a recent 20 million Robert Wood Johnson initiative to increase community-based care provided by US dental schools. The school plays a key role as a safety net provider for oral health in the state.

• The School of Pharmacy ranked 1st for NIH individual research grant awards.

The University of Colorado at Denver is located in the heart of downtown Denver and offers 82 degree programs including bachelor’s, master’s, doctoral, and education specialists degrees. Seven academic areas – Architecture and Planning, Arts and Media, Business, Education, Engineering and Applied Science, Liberal Arts, and Public Affairs – provide instruction and research programs that focus on the fundamental areas of knowledge including interdisciplinary professional study.

Originally an Extension Division of the University of Colorado at Boulder, the campus has had an important presence in downtown Denver since 1912. In 1974 the University of Colorado was organized into a four-campus system by legislative action and the Denver campus became an independent campus in the university system.

Academic programs focus on applications relevant to regional as well as national needs and issues while providing a humanistic understanding of social needs and problems and encouraging cultural and technical exchange. The campus has a commendable record of engaging in meaningful partnerships with appropriate entities and organizations in governmental, civic, K-12 educational, and nonprofit sectors. It is also one of the most diverse higher education campuses in Colorado. Examples of excellence and national standing of the University of Colorado at Denver include:

• The Business School’s entrepreneurship program ranked 4th among the nation’s regional programs in a recent faculty survey and in the top 25 overall in Entrepreneur magazine’s inaugural ranking of the nation’s entrepreneurship programs;
• The Business School’s health administration program was ranked 25th nationally by the 2004 *U. S. News and World Report*’s “America’s Best Graduate Schools.” Additionally, the UCD MBA-Health Administration Emphasis was the only executive program listed.

• The Master’s of Public Administration program in the Graduate School of Public Affairs ranked in the top 14th percentile in the most recent rankings of MPA programs by *U. S. News and World Report*.

• The School of Education trains 50% of Colorado’s K-12 teacher candidates.

• The Graduate School of Public Affairs serves as a National Clearinghouse through its Center for Domestic Violence.

Collectively, the new consolidated UCDHSC institution:

• Educates and serves more than 27,000 students annually;

• Garners more than $300 million in external research funding annually;

• Offers more than 100 degree programs in 12 schools and colleges;

• Awards over 3400 degrees annually and awards more graduate degrees than any other institution of higher education in Colorado;

• Generates a combined annual economy of over $1.8 billion (includes the University of Colorado Hospital and University Physicians, Inc.);

• Has an annual operating budget of more than $850 million (only 10% from state appropriated monies);

• Employs more than 12,200 Coloradoans, making it one of the Denver/Aurora metropolitan area’s top employers;

• Generates approximately 10,000 additional Colorado jobs; and

• Leverages approximately $3.83 in external research for every taxpayer dollar invested.

During its first year as a consolidated campus, the University of Colorado at Denver and Health Sciences Center (UCDHSC) has already established numerous multiple collaborations including:

• The Center for Bioethics and Humanities. This is a collaboration between faculty members in the College of Liberal Arts and Sciences and the School of Medicine;

• The Center for Computational Biology. This is a partnership between the Business School, the College of Liberal Arts and Sciences, and the School of Medicine;
• The Global Health Initiative. This is a collaboration among the Graduate School of Public Affairs, the Business School, the Health and Behavioral Sciences Program, and the School of Medicine; and

• The Children’s Hospital Site Redevelopment Project. This partnership is between the College of Architecture and Planning and the Children’s Hospital.

• The Business School offers with the School of Medicine and the School of Nursing joint degrees – a student in medicine can receive a MD/MBA while a Nursing Masters student can receive a MS/MBA.

A. **Purpose of Visit.** The purpose of this Focused Visit was threefold: (1) to evaluate the wisdom associated with the planning, protocol, procedures, and guiding principles employed in giving comprehensive, deliberate thought and discussion to the bases influencing the decision process that ultimately brought the major stakeholders to the conclusion that consolidating the University of Colorado at Denver and the University of Colorado Health Sciences Center into one campus entity named the University of Colorado at Denver and Health Sciences Center was in the long-term best interest of higher education in Colorado and the people of Colorado; (2) to review the four most fundamental components of institutional excellence in higher education – people, programs, facilities, and funding – to ascertain if the consolidation of these two strong campus entities would enable the resulting consolidated institution to attain new levels of institutional excellence and service; and (3) for the consultants/evaluators to review the functional status of the new consolidated higher education entity and make a recommendation to the HLC/NCA regarding the institution’s request for continued full accreditation and desire for its next comprehensive evaluation site visit to be scheduled in 2010-2011.

**Question 1: What change is being proposed?**

• The specific change is the consolidation of the University of Colorado at Denver with the University of Colorado Health Sciences Center into one entity named the University of Colorado at Denver and Health Sciences Center (UCDHSC).

• The five major expected outcomes of the consolidated campus as outlined in Chapter IV of the Focused Visit Report were to enable UCDHSC to:

1. Become the premier urban research university with higher nationally ranked programs of teaching, clinical care, and community service throughout Colorado.

2. Provide greater access to higher education for undergraduate, graduate, and professional studies students with increased multicultural diversity through recruitment and pipeline initiatives.

3. Offer new interdisciplinary programs of education and research in the life sciences, professional programs, and liberal arts. Included here is exploration
of guaranteed admissions programs as well as exploration of the feasibility of a School of Public Health and the development of baseline assessments and data gathering infrastructure to monitor progress in these areas.

4. Become a more entrepreneurial university with two campuses in the Denver/Aurora metropolitan area and the state. The UCDHSC aims to grow its technology transfer activities including working with the Fitzsimons Redevelopment Authority to develop a world-class bioscience research park.

5. Develop regional business and community partnerships that stimulate new programs and an improved economy. UCDHSC will develop baseline assessments and data gathering infrastructure to monitor progress in these areas.

B. Accreditation Status (An Historical Overview).

• The University of Colorado at Denver (UCD) is the only comprehensive public university in the state’s capital city. UCD has been continuously accredited as a separate branch of the University of Colorado by the HLC/NCA since 1972. Its two most recent comprehensive reaccreditations were in 1990 (with subsequent focused visits in 1994 and 1995 for approval of international programs in Moscow, Russia and Beijing, China, respectively) and in 2001 (progress report on the institution’s program of assessment of educational outcomes was submitted and accepted in 2003; SHOULD BE 2004, no further reports were requested).

• The University of Colorado Health Sciences Center (UCHSC) was first accredited by the HLC/NCA as an autonomous campus in 1980. Prior to 1980 it was accredited as part of the overall accreditation of the University of Colorado system, which had been accredited since 1913. The UCHSC received a comprehensive HLC/NCA review in April 1998 and was awarded a 10-year accreditation with the recommendation of a focused visit related to financial matters in 1993. Subsequently, the focused visit was conducted in March 1993 with no recommendation for further visits until the next comprehensive evaluation in 1998. The March 1998 HLC/NCA Team recommended continuous accreditation of the UCHSC for 10 years with the next scheduled comprehensive evaluation scheduled for 2007-2008. The 1998 Team recommended further that “a progress report on the status of enhancements of the current campus and development of the Fitzsimons campus be conducted in five years.” This report was submitted to and accepted by the HLC/NCA in 2003.

• No reports from either UCD or UCHSC were pending when the University of Colorado Board of Regents voted unanimously to consolidate, effective July 1, 2004, the two institutional entities into one consolidated entity named the University of Colorado at Denver and Health Sciences Center (UCDHSC). The new university has respectfully requested that its next comprehensive HLC/NCA visit be conducted in 2010-2011. This Team’s recommendation pertaining to that
request and pertinent reasons that served as the bases of its recommendation are given in Section IIC.

C. Organizational Context.

Question 2: What factors led the organization to undertake the proposed change?

In 2001 the University of Colorado President shared “CU Vision 2010,” which challenged all campuses of the University of Colorado System “to consider how best to grow a culture of excellence, build a university without walls, increase diversity, increase resources and use them wisely, and integrate infrastructure.” A specific development that was to serve as the initial basis for this Focused Visit was spawned in September 2002 when the President convened a Consolidation Study Committee “to examine the desirability of a consolidated University of Colorado at Denver and the University of Colorado Health Sciences Center as a principle Vision 2010 strategy.” The committee was co-chaired by two Deans (one from each institution) and included faculty, administrators, staff, students, community representatives, and business leaders. The committee met regularly, received input from any/all stakeholders who cared to participate in the open deliberate process, and issued a report titled “Consolidation Study of the University of Colorado at Denver, Health Sciences and Fitzsimons Campuses (June 2003)” to the Board of Regents. In the Executive Summary of the Report (p. 4), the Committee wrote:

*The Consolidation Study Committee has concluded that the University of Colorado (CU) has an unprecedented opportunity to create a great twenty-first century urban research university. Consolidation of the University of Colorado’s Denver, Health Sciences and Fitzsimons campuses can enhance teaching and research programs in the combined entity, increase synergy across disciplines, stimulate access to important new sources of funding, have positive economic impacts on the Colorado economy, and attract faculty, staff, and students of the highest quality. We further conclude that this new university has the potential to strengthen the entire University of Colorado System.*

*The Committee therefore recommends to President (name given in Report HOFFMAN) that the University of Colorado should move forward with the consolidation of the University of Colorado at Denver (CU-Denver) and the University of Colorado Health Sciences Center (UCHSC) into a single academic entity.*

- Describe the needs analysis related to this proposed change.

In September 2003, the Chancellor James Shore of the Colorado Health Science Center and the Interim Chancellor of the University of Colorado at Denver were charged by the CU President to lead a Consolidation Feasibility
Study during the 2003-2004 academic year. This Feasibility Study followed based on results of the Desirability Study conducted during the 2002-2003 academic year (described in previous section above).

Throughout the year more than 125 university and community representatives served on various committees: a Steering Committee; three Study Groups (1) Administration and Finance, (2) Academic and Student Affairs, and (3) Research; and eleven Study Teams (each focused on a specific area within the purview of one of the Study Groups). In the “Report from the Steering Committee for the Feasibility Study,” the Steering Committee concluded that consolidation was feasible and that no insurmountable obstacles to consolidation existed. In the Executive Summary of the report they wrote (p.4):

After a careful study of the feasibility of consolidation and a thorough study analysis of many aspects of current operations, the conclusion is that consolidation is not only feasible, but aligns with the principles of Vision 2010. Further, it appears that the specific ideas and suggestions developed for the consolidation of UCD and UCHSC have the potential to be implemented with significant benefit to these two campuses and the other two campuses of the CU System.

Consolidation also may create new opportunities, increasing the visibility of the CU System in the state legislature, strengthening ties with the Denver metropolitan business community, aiding inter-professional education and research activities, and facilitating new fund-raising initiatives, many of which would be more difficult, if not impossible, to accomplish without consolidation. Consolidation should allow the leveraging of combined knowledge, skills, and expertise between the campuses, which may allow the campuses to expand services and pursue new ventures.

The Consolidation Feasibility Study group was aided by consultants from PricewaterhouseCoopers (PwC), who also conducted an independent study of the feasibility of consolidation. The PwC consultants concluded that the proposed consolidation was desirable and feasible. The PwC study noted that the motivation for the consolidation was unusual: The approach was proactive, strategic, and visionary as part of the university’s effort to increase its quality and impact, rather than a reactionary approach to resolve a fiscal crisis. The PwC consultants shared the following eight conclusions pertaining to the likely outcomes of the consolidation: (1) consolidation is feasible and supports the University of Colorado’s Vision 2010 objectives; (2) consolidation will strengthen the CU System and is likely to benefit UCD, UCHSC, the CU System, and the State of Colorado; (3) consolidation will allow the comprehensive university to respond to develop academic and research programs in the areas of bioengineering, bioinformatics, computational biology, and systems biology; (4) consolidation will allow UCD/UCHSC to leverage its strengths and participate in the growing biotechnology sector; (5) the consolidated entity will need to focus communication on its intent to maintain its existing commitments to serve its constituent communities (e.g., city, state); (6) consolidation will leave the University of Colorado no worse off and potentially better off financially; (7) after
consolidation there would still be differentiated compensation and service structures for the two campuses; and (8) a clear vision for the new consolidated entity should be broadly and consistently communicated as part of implementation.

• Describe the involvement of various constituencies in developing this proposed change.

As noted in the previous sections, more than 125 participants served as members of one or more consolidation Steering Committee, Study Groups, and Study Teams during the Feasibility Study. In addition to meetings of the committee, groups, and teams, open forums were held on all campuses of the University of Colorado System; reverse site visits were held with two peer institutions; and a faculty survey was conducted (more than 60% responded).

Throughout this Desirability Study (2002-2003 academic year), the committee (comprised of 22 university and community representatives) heard testimony from many leaders representing the University of Colorado System and conducted open forums. Participants in the Desirability Study Report, the Feasibility Study Report, and the PwC Independent Report – consolidation studies conducted over a two-year period – represented the following constituency groups:

• University of Colorado System Administrators
• University of Colorado Health Sciences Center Administrators
• University of Colorado Health Sciences Center Faculty (including Faculty Assembly representatives)
• University of Colorado Health Sciences Center Staff (including Staff Council representatives)
• University of Colorado Health Sciences Center Students (including Student Government representatives)
• University of Colorado at Denver Administrators
• University of Colorado at Denver Faculty (including Faculty Assembly representatives)
• University of Colorado at Denver Staff (including Staff Council and CU-PEERS {Professional Exempt members})
• University of Colorado at Denver Students (including Student Government representatives)
• University of Colorado at Boulder Administrators and Faculty
• University of Colorado at Colorado Springs Administrators and Faculty
• Community Representatives and Business Leaders from the Denver Metropolitan Area

In addition to the many meetings and forums held as part of the two major Studies (Desirability Study and Feasibility Study), other means of communication were established to ensure that all constituencies could be appraised of developments. These included a consolidated Should Read “Consolidated” website (http://www.cu.edu/consolidation/index.html), reports to the Board of Regents, and regular e-mail campus communications from the Chancellor.

D. Unique Aspects of Visit.

• The visit was quite distinctive in that it was necessitated by the consolidation of two accredited institutions, the University of Colorado at Denver and the University of Colorado Health Sciences Center, into one institution, the University of Colorado at Denver and Health Sciences Center (UCDHSC). The consolidation occurred after several years of deliberate and focused study.

• The visit included meetings and tours at two of the three campuses of the consolidated institution – the downtown Denver campus and the Fitzsimons at Aurora Campus. In addition, a “drive-by tour” of all three sites on Sunday afternoon provided team members with the opportunity to view the 9th and Colorado site in addition to the two sites mentioned above.

E. Interactions with Organizational Constituencies.

The HLC Focused Visit Team met with and/or interviewed more than 10 groups and 50 individuals. These groups and individuals included/represented the alumni, Board of Regents, faculty, staff, students, business and community leaders, hospital personnel, present/past Colorado legislators – Recommend deleting since didn’t meet any, Chancellor’s Search Committee, and administrators. Groups included 21 19 persons attending a Sunday evening welcome reception.

Welcome Reception (21) (19)

• Chancellor
• Chancellor Emerita
• Chief of Staff
• Vice Chancellor, Academic and Student Affairs
• Vice Chancellor, Finance and Facilities
• Vice Chancellor, Administration and Information Systems
• Vice Chancellor, Research
• Executive Vice Chancellor, Health Sciences Campuses
• Associate Vice Chancellor, Academic Affairs
• Interim Associate Vice Chancellor, Faculty Affairs
• Chancellor’s Business Advisory Board member (Delete—Didn’t show)
• Faculty Assembly Chair, Downtown Denver Campus
• Faculty Assembly Chair, Health Sciences Campuses (Delete—Didn’t show)
• Faculty Council Chair, University of Colorado System
• Student Government President, Downtown Denver Campus
• Others – 6

**Entrance Interview (5)**
• Chancellor
• Associate Vice Chancellor for Academic Affairs
• Interim Associate Vice Chancellor for Faculty Affairs
• Vice Chancellor for Academic and Student Affairs
• Chief of Staff

**Private Meeting with the Chancellor**
• Chancellor

**Private Meeting with Present/Immediate Past Members of the CU Board of Regents (4)**
• 3 Regents
• 1 Regent Emerita

**Private Meeting with Co-chairs of the Consolidation Study of Desirability (2)**
• Co-Chair of Committee, Dean of Business School
• Co-Chair of Committee, Former Dean of Dentistry, Current Vice President, UCDHSC Development, University of Colorado Foundation

**Meeting with the Consolidation Study of Feasibility Committee (9)**
• Chancellor; Chair, Consolidation Steering Committee
• Vice Chair, Consolidation Steering Committee
• Consolidation Steering Committee Member
• Co-Chair, Academic and Student Affairs Consolidation Study Group and Co-Chair, Faculty Affairs Feasibility Study Team
• Vice Chair, Consolidation Steering Committee, and Co-Chair, Academic and Student Affairs Consolidation Study Group
• Co-Chair, Administration and Finance Study Group
• Co-Chair, Administration and Finance Study Group
• Co-Chair, Research Consolidation Study Group
• Co-Chair, Research Consolidation Study Group

**Meeting with Deans and Selected Others (14)(’12)**
• Dean, The Business School
• Dean, Graduate School of Public Affairs
• Graduate School, Downtown Denver Campus (Delete— at funeral)
• Dean, School of Pharmacy
• Dean, Graduate School, Health Sciences Campuses
• College of Architecture and Planning (Delete— at funeral)
• Dean, Auraria Library
• Dean, College of Arts and Media

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• **Interim Dean**, School of Dentistry
• **Dean**, School of Medicine
• **Dean**, School of Nursing
• **Dean**, School of Education
• **Dean**, College of Liberal Arts and Sciences
• **Dean**, College of Engineering

**Briefing / Travel to / Tour of Fitzsimons (5)** (4)
• Associate Vice Chancellor for Academic Affairs
• Executive Vice Chancellor, Health Sciences Campuses
• Interim Associate Vice Chancellor for Faculty Affairs
• Vice Chancellor for Academic and Student Affairs
• Executive Vice Chancellor, Health Sciences Campuses – Delete – listed twice

**Private Meeting with the President (1)**
• President, University of Colorado

**Private Meeting with Chancellor’s Business Advisory Board (4)**
• former President of Colorado National Bank
• Principal, GBSM
• former Partner at Accenture (Delete—didn’t come)
• President, Commerce Bank

**Meeting with Authors of – suggest delteing and add “on” Strategic Planning Presentations – suggest deleting for Fitzsimons and Downtown Denver (9)**
• Chancellor
• Chief of Staff
• Vice Chancellor for Finance and Facilities
• Vice Chancellor for Academic Affairs
• Executive Vice Chancellor, Health Sciences Campuses
• Vice Chancellor for Administration and Information Systems
• Interim Associate Vice Chancellor for Faculty Affairs
• Vice Chancellor for Academic and Student Affairs
• Vice Chancellor for Research

**Briefing / Q&A / Return from Fitzsimons Campus to Denver (4)**
• Associate Vice Chancellor for Academic Affairs
• Executive Vice Chancellor, Health Sciences Campuses
• Interim Associate Vice Chancellor for Faculty Affairs
• Vice Chancellor for Academic and Student Affairs

**Continental Breakfast with Governance Leaders who are also Members of Chancellor’s Search Committee (5)**
• Faculty Assembly Chair, Downtown Denver Campus
• Faculty Assembly Chair, Health Sciences Campuses
• Faculty Council Chair, University of Colorado System
• Student Government President, Health Sciences Campuses
• Student Government President, Downtown Denver Campus
Open Meetings with Faculty/Students/Staff (15)

Exit Meeting/Interview (5)
- Chancellor, Consolidation Steering Committee Leadership
- Associate Vice Chancellor for Academic Affairs
- Interim Associate Vice Chancellor for Faculty Affairs
- Vice Chancellor for Academic and Student Affairs
- Chief of Staff

Question 3: What necessary approvals have been obtained to implement the proposed change?

F. Approvals obtained.

- As described in the Focused Visit Report (p. 17), internal approvals were obtained.

The Board of Regents unanimously authorized the consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center into a single urban research university effective July 1, 2004. This was reported to and acknowledged by the HLC/NCA at that time. The Board of Regents Resolution (July 1, 2004) to implement the consolidation is in the Appendix of the Self-Study should read “Focused Visit” Report.

The university consulted with the Colorado Commission on Higher Education (CCHE) at multiple times during the study process. The Commission Executive Director determined that the CU Board of Regents, as the constitutional governance authority in the state of Colorado, was the only body required to approve the consolidation of two of its campuses into one organizational body.

- As described in the Focused Visit Report (p. 17), no external approvals were required.

No constitutional, statutory, legal, or other external approvals were required, the authority resided with the CU Board of Regents.

Although legislative approval was not required for the consolidation, the university leadership worked with the leadership of the state legislature to develop a resolution affirming the process to study the feasibility of the consolidation. This resolution passed unanimously in both houses of the legislature. A copy is in the Appendix of the Self-Study should read “Focused Visit”.

G. Principal Documents, Materials, and Web Pages Reviewed.
Administrative and staff leaders provided a comprehensive, well-prepared set of materials, documents, and web pages that directly supported the Focused Visit Team’s assignments related to evaluation and recommendations. In addition, the institution had an abundance of useful, properly labeled and indexed reference materials and documents readily available in the Team’s Work/Resource Room. Moreover, administrative support personnel repeatedly offered to provide any other data/background information that might be useful to the Team.

The following is a listing of library and consolidation-related materials: What about including these in an appendix?

### Library Materials

**UNIVERSITY OF COLORADO**

- Faculty Handbook ([www.cusys.edu/faculty/fac_handbook](http://www.cusys.edu/faculty/fac_handbook))
- A Sound Investment in Colorado (Economic Impact) Booklet
- Budget and Finance Packet
- Technology Transfer Brochure
- Silver and Gold Newspaper

**UNIVERSITY OF COLORADO AT DENVER AND HEALTH SCIENCES CENTER**

**CONSOLIDATION MATERIALS**

**President’s Request to Board of Regents**

- Submission of resolution to the Board of Regents regarding Approval of Members of the Committee and the Charge for the Study of the Consolidation of the University of Colorado at Denver and Health Sciences Center Campuses (December 9, 2002)

**Consolidation Study**

- Consolidation Study of the University of Colorado at Denver, Health Sciences & Fitzsimons Campuses (June 2003)
  - Website location: [http://www.cusys.edu/consolidation/report.pdf](http://www.cusys.edu/consolidation/report.pdf)

**Overview**

- Overview of the Process
  - Website location: [http://www.cusys.edu/consolidation/overview.htm](http://www.cusys.edu/consolidation/overview.htm)

**Steering Committee Report**

- Report from the Steering Committee for the Feasibility Study (April 2004)
  - Website location: [http://www.cusys.edu/consolidation/SCReport.doc](http://www.cusys.edu/consolidation/SCReport.doc)

**Independent Report**

- University of Colorado Consolidation Feasibility Study: Independent Report by PriceWaterhouseCoopers (PwC)
  - Website location: [http://www.cusys.edu/consolidation/PwCReport.pdf](http://www.cusys.edu/consolidation/PwCReport.pdf)

Memorandum from President to Board of Regents requesting Consolidation (July 17, 2004)

Approval by Board of Regents

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- Regental Approval Press Release (June 30, 2004)
  Website location: [http://www.cusys.edu/consolidation/consolidation_final.doc](http://www.cusys.edu/consolidation/consolidation_final.doc)

Board of Regents Resolution (July 1, 2004)

State of Colorado House Joint Resolution #04-1005

Fact Sheet on Consolidation Steering Committee Process
- University of Colorado Consolidation Study Fact Sheet
  Website location: [http://www.cu.edu/consolidation](http://www.cu.edu/consolidation)

Highlights of Study Group Findings
- Academic and Student Affairs Study Group
- Research Study Group

Consolidation Update (October 14, 2004)

**SHARED RESOURCES**

- Center For Institutional Research, Planning And Analysis (effective January 2005)
  - Fall 2004 Census Enrollment Report, Downtown Denver Campus Booklet
  - Fall 2004 Census Enrollment Report, Health Sciences Campus Booklet
  - Integrated Post Secondary Education Data Systems Binder
  - Annual Diversity Report to the Board of Regents, January 2004 Booklet

- Consolidation Notification and Delegation Letters Binder

- Graduate School, UCDHSC, Rules (August 2004) Binder

- International Education, Office of (effective February 2005)
  - University of Colorado at Denver, Becoming an International Student Booklet
  - Landscapes of Public Memory Travel Study in Athens, Greece Flyer
  - Global practices in Mongolia hand out

- NCA Focus Visit, January 2005 – Report and Appendices Binder

- Ombuds Office (effective January 2005)

- Organizational Chart (effective October 2004)

**DOWNTOWN DENVER CAMPUS**

- Commencement Program, Fall 2004 Booklet
- Community Connections Booklet
- Guide to Downtown Denver Campus Booklet
- NCA VISIT 2001 – Progress Report Booklet
- Open House Brochure
- PhD Programs Brochure
- Quick Look- Challenging, Selective, Flexible Booklet
- Report, 2003 Booklet
- University of Colorado at Denver Catalog

**Alumni Association**

- Mile High Rock’n Rhythm’n’Blues Bash Brochure

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University of Colorado at Denver
and Health Sciences Center

• Scholarship Rockus Invitation
• Season Events Calendar Brochure

Auraria Library Booklet
• By-Laws

Faculty Development, Center for
• Nutshell Notes Booklet
• Results of 2004 / 2005 Faculty Development Grant Awards Packet

Graduate School Brochure
• Graduate Programs

Office of Academic And Student Affairs
• Code of Student Conduct Brochure
• CU in the Community, The Urban Citizen Brochure
• New Student Orientation, Spring 2005 Brochure

- Center for Learning Assistance Brochure
  o Center for Learning Assistance
  o Ronald Ronald E. McNair Postbaccalaureate Achievement Program
  o Student Support Services
  o Study Strategy Seminars
  o Tutorial Services

- Educational Opportunity Programs Brochure
  o American Indian Student Services
  o Educational Opportunity Program
  o Hispanic Student Services
  o Student advocacy Center

- Student Life Brochure
  o The Official, Endorsed, and Recommended Student Injury and Sickness Insurance Plan

Student Financial Services Flyer
• CU – Denver Tuition and Fees for Fall 2004 and Spring 2005
• Payment Policies, Spring 2005
• Scholarship Guide for New Freshman, Transfer, and Continuing Students Booklet

Office of Records And Registration Brochure
• Student Administrative Services

HEALTH SCIENCES CAMPUSES

• 2004 – 2005 Course Book Website
• Also available online: http://www.uchsc.edu/registrar/coursebook/
• Bioscience Park Center Brochure
• Essential Facts 2004 Booklet
• Fitzsimons Health Care Campus of the Future Brochure
• Health Care Campus of the Future (A supplement to Colorado Construction ) Brochure
• Historic Preservation at Fitzsimons Flyer
• NCA Report, 1998 Report
• NCA Progress Report, 2003 Report

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• Open the door…. (opening of CU Research Towers)  Brochure
• Something Extraordinary is Happening in Colorado (UCH)  Brochure
• Telephone Directory  Directory
• The Bridge  Website
• http://www.uchsc.edu/news/bridge/  
• The Nighthorse Campbell Native Health Building at Fitzsimons  Brochure

Fitzsimons info from other sources
• Aurora Chamber of Commerce - Impact  Newsletter
• Aurora Economic Development Council - Aurora Developments  Poster
• Denver Metro Chamber of Commerce – Business Matters  Newsletter
• Fitzsimons Redevelopment Authority
  • Bioscience Park Center  Brochure
  • Colorado’s Life Sciences City Aurora  Brochure
  • The New Fitzsimons  Newsletter

Alumni Relations, Office of
• CU Medicine Today (School of Medicine Alumni, Fall 2004)  Newsletter
• CU Medicine Today (School of Medicine Alumni, Spring 2004)  Newsletter
• Physical Therapy ALUMNOTES (Autumn 2003)  Newsletter
• School of Nursing News (December 2003)  Newspaper article
• Word of Mouth (School of Dentistry Alumni Assn, Winter 2005)  Annual Newsletter
• Word of Mouth (School of Dentistry Alumni Assn, Winter 2004)  Annual Newsletter

Denison Memorial Library
• Fact Sheet

Graduate School
• Medical Scientist Training Program  Information Sheet
• Molecular Biology Program  Information Sheet

**COLLEGES / SCHOOLS (includes Centers)**

Architecture and Planning, College of
• Academic Policies  Booklet
• By-Laws  Booklet
• Learning in Rome 2005 UCD Summer Program Architecture, Preservation, History and Urban Design  Brochure

Arts and Media, College of
• Academic Policy Statements  Binder
• Faculty and Staff Meeting, Spring 2004  Binder
• Faculty Search Handbook  Binder
• Music, Bachelor’s Degree  Brochure
• Production Manual  Binder
• RTP Evaluation Guidelines – Committee Manual  Binder
• Theatre, Bachelor’s Degree  Brochure
• Theatre, Film, and Television, Bachelor’s Degree  Brochure

Business School, The
• Accounting, Master’s Program  Brochure
• Bard Center for Entrepreneurship  Booklet
• Business Administration, Bachelor of Science  Brochure
• Business Administration, Master’s Program Brochure
• Business School, General Information Booklet
• Computer Science and Information Systems, Doctor of Philosophy Program Brochure
• Finance, Master’s Program Brochure
• Information Systems, Master’s Program Brochure
• International Business, Master’s Program Brochure
• Management, Master’s Program Brochure
• Marketing, Master’s Program Brochure
• MBA, 11-Month Program Brochure
• Pharmaceutical Management, Executive MBA Program Brochure
• The Business School at CU – Denver Handbook Binder

Dentistry, School of
• Dental Hygiene Program Brochure
• Doctor of Dental Surgery (DDS) Program Brochure
• Student Handbook 2004 – 2005 Binder

Education, School of
• Administrative Leadership and Policy Studies Licensure Program - Student Handbook Binder
• Counseling Psychology and Counselor Education – Student Handbook Binder
• Counseling Psychology and Counselor Education, Master’s Program Brochure
• Curriculum and Instruction, Master’s Program – Advising Handbook Binder
• Curriculum and Pedagogy, Masters Program – Student Handbook Binder
• Early Childhood Education, Masters Program – Student Handbook Binder
• Early Childhood Education, Masters Program Brochure
• Education Specialist Degree Program Brochure
• Educational Leadership and Innovation, Doctoral Degree – Student Handbook Binder
• Educational Leadership and Innovation, Doctoral Degree Brochure
• Educational Psychology, Master’s Program – Program Handbook Binder
• Educational Psychology, Master’s Program – Student Handbook Binder
• Educational Psychology, Master’s Program Brochure
• Initial Professional Teacher Education – Program Handbook Binder
• Initial Professional Teacher Education, Undergraduate Licensure Program Brochure
• Literacy Programs: Reading/ Writing/ Reading Teacher, Master’s Program Binder
• School of Education General Information: Mission, Principles, General Powers and Jurisdiction, Academic Freedom, Academic Ethics, Rights of Students Binder
• Special Education Program – Student Handbook Binder
• Special Education Program Brochure
• Student Handbook Binder

Engineering And Applied Science, College of
• Civil Engineering, Undergraduate Program Brochure
• College of Engineering and Applied Science, Rules and Policies Binder
• Computer Science, Graduate Program Brochure
• Department of Civil Engineering, Rules Binder
• Department of Computer Science and Engineering, Bylaws Binder
• Department of Electrical Engineering, Bylaws Binder
• Department of Mechanical Engineering, Rules Binder
• Mechanical Engineering, Graduate Program Brochure
• Mechanical Engineering, Undergraduate Program Brochure

Liberal Arts & Sciences, College of
• Anthropology Brochure
• Bylaws Booklet
• Chairs’ Handbook
• Economics, Bachelor’s Degree
• Economics, Master’s Program
• English, Master’s Program
• Environmental Sciences, Master’s Program
• Ethnic Studies, Minor Degree
• Faculty Guidebook
• Film Studies, Minor Degree
• Geography, Geology, and Environmental Sciences, Department of
• Humanities and Social Science, Master’s Program
• Literature, Bachelor’s Degree
• New Student Information
• Sociology
• Writing, Bachelor’s Degree

Medicine, School of
• Facts and Figures about the CU School of Medicine (State of the School Address) November 2004
  http://www.uchsc.edu/sm/sm/sa/CurriculumandAcademicpolicies

- Anesthesiology, Department of
  o Welcome to the Department of Anesthesiology (November 2004)

- Barbara Davis Center, www.barbaradaviscenter.org

- Biochemistry and Molecular Genetics, Department of
  o Program in Biochemistry

- Center for Bioethics and Humanities
  o Leadership for ethical, just and humane health care

- Bioinformatics & Biometrics, Department of
  o Bioinformatics, www.uchsc.edu/pmb/bioi/index.htm

- Biomedical Sciences Program

- Cancer Center
  o 15th Anniversary Report

- Cell and Developmental Biology, Department of
  o Cell and Developmental Biology Program
  o Cell and Developmental Biology (Graduate Program)

- Child Health Associate / Physician Assistant Program

- Clinical Science, Department of
  o Clinical Science (Certificate Program)
  o Clinical Research Training Program
  o Clinical Science (Doctor of Philosophy Programs)

- Family Planning Clinic

- Genetic Counseling Graduate Program
- Human Medical Genetics Program
  - Brochure

- Immunology, Department of
  - Immunology Program (Graduate)
    - Flyer

- Medicine, Department of
  - Colorado Health Outcomes Program
    - Family Planning Clinic
      - Brochure
    - Neuroscience, Center for
      - Neuroscience Graduate Studies Program
      - Neuroscience Training Program
        - Poster
        - Information Sheet

- Microbiology, Department of
  - Microbiology Program (Graduate)
    - Brochure

- Obstetrics & Gynecology, Department of
  - Maternal-Fetal Medicine, Fellowship in
    - Reproductive Sciences (Graduate Program)
      - Handout

- Ophthalmology, Department of
  - Some Low Vision Resources for Colorado
    - Pamphlet
  - Visions (Spring 2004)
    - Newsletter
  - Visions (Fall 2004)
    - Newsletter

- Pediatrics, Department of
    - Report

- Pharmacology, Department of
  - Brochure

- Physiology & Biophysics, Department of
  - Graduate Studies
    - Pamphlet

- Preventive Medicine and Biometrics, Department of
  - Public Health Sciences, Certificate
    - Brochures
  - Public Health, Master of Science Degree
    - Brochure
  - Bioinformatics Training Ph.D. Program
    - Brochure
  - Rocky Mountain Prevention Research Center Update (April 2004)
    - Newsletter

- Psychiatry, Department of
  - American Indian and Alaska Native Programs
    - Pamphlet
  - Developmental Psychobiology, Fellowships in
    - Brochure
  - Postdoctoral Research Training
  - NeuroMagnetic Imaging
    - Adolescent Research Study
      - Brochure
    - Brain Structure and Language Function in Adults with Autism
      - Brochure
    - Magnetic Source Imagining for Brain Function and Brain Disorders
      - Brochure
    - Schizophrenia and Bipolar Disorder
      - Brochure

Nursing, School of
  - Adult Clinical Nurse Specialist Option
    - Program Info
  - Bachelor of Science in Nursing
    - Packet
  - Clinical Educator Certificate Program
    - Brochure
  - Doctor of Philosophy
    - Packet
  - Health Care Informatics Certificate Program
    - Course info
  - Health Care Informatics Certificate Online Program
    - Brochure
  - International Certificate Program in Caring and Healing
    - Packet

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II. EVALUATION OF DOCUMENTATION SUPPORTING ORGANIZATION’S REQUEST FOR CHANGE
Question 4: What impact might the proposed change have on challenges identified by the Commission as part of or subsequent to the last Comprehensive Visit?

The consolidation will not impact the challenges identified by the Commission as part of its last comprehensive visits (University of Colorado Health Sciences Center in 1997-1998 and the University of Colorado at Denver in 2000-2001). The consolidated University of Colorado Denver and Health Sciences Center will be a combination of the two entities and attend to the items noted in the reports written following the last visits. Both components of the combined entity submitted required progress reports since their last comprehensive visits, and both progress reports were received and accepted by the HLC.

• Identify challenges directly related to the proposed change.

As part of the due diligence of the Feasibility Study, the Steering Committee identified issues that needed to be addressed if consolidation was to move forward. These issues/challenges were transposed into an action plan for the next year and beyond. The following examples are evidence of thoughtful, effective planning:

1. Setting the Target Date for Consolidation. Here, consideration was given to the impact of consolidation on academic and fiscal operation of the university. Topics such as accreditation, financial aid, financial reporting, indirect cost rates, and institutional research and reporting requirements were identified for review and action.

2. Access to Services for Students, Faculty, and Staff. The Steering Committee recognized that there was differential access to services and resources prior to consolidation and that this must be accepted and would likely continue. Furthermore, the quality of existing services must be maintained.

3. Rights, Services, and Requirements of Faculty and Staff. Topics/practices/procedures/policies impacted by consolidation included retention rights for classified staff, background checks for faculty and staff, tenure for library staff, definitions of diversity, and HIPPA requirements. These considerations needed to be reaffirmed and/or modified.

4. Fiscal Constraints. The availability of financial resources, understanding of resource needs, and deployment of personnel and related topics to consider as the consolidation moved forward needed open discussion, mutual understanding, and resolution.

5. Financial and Budgeting Processes. Each campus had developed systems/procedures that met their needs. Budgeting and distribution policies for indirect costs needed study and agreements to be made.

6. Geographical Separation. The physical and cultural distance between campuses provide certain challenges and could impede collaboration. A mutually agreed-upon plan needed to be prepared.
7. **For Some, the Concept/Idea of Consolidation Itself was a Challenge.** Issues related to topics such as the need, timing, principles, and potential impact of consolidation on the CU System needed to be discussed and accepted. There are always a few who are reluctant to change!

8. **Other Challenges included** (a) notifying cognizant state and federal agencies, members of business and education communities, and the foundation and donor community about the consolidation and the identification of primary contacts for each; (b) designing and implementing organizational changes in an evolutionary fashion while maintaining the ongoing work of operating a large public university across three campuses was important; (c) communicating with the university community regarding the whole of consolidation was essential; and (d) changing signage, letterhead, etc., was needed. Happily, in all of the above matters, members of the university family have moved ahead in a collegial, professional manner – and with the proper attitude and commitment – to make the adjustments and changes needed to bring about a smooth and effective consolidation. In fact, a high level of enthusiasm prevails among faculty, staff, and administrators.

- **Describe how the organization has addressed the challenges.**

  The Chancellor convened and charged the Vice Chancellors, University Counsel, and others from the three campuses to address and work on the issues and challenges noted above. This work is ongoing and is expected to continue methodically as the consolidated institution evolves. These efforts include the identification of and communication with all relevant agencies, individuals, and organizations (a total of 182 organizations and agencies were contacted and all have accepted the institution as a consolidated entity). Two planning retreats held in mid-2004 enabled the Chancellor and Vice Chancellors to develop a six-month transition plan that led to the consolidation and coordination of a single Chancellor’s office and extensive redesign of the Administration and Financial areas of the consolidated institution.

**Question 5:** What are the organization’s plans to implement and sustain the proposed change?

- **Describe the involvement of appropriately credentialed faculty and experienced staff necessary to accomplish the proposed change (curriculum development and oversight, evaluation of instruction, and assessment of learning outcomes).**

  Faculty participated in both the Desirability and the Feasibility Studies conducted prior to the decision to move forward with consolidation. Additionally, open forums were held on all campuses of the university system to assure faculty input. As the new combined university evolves, faculty will play a leadership role in new program development, expanding research opportunities, new collaborative studies, and other important activities. The consolidation does not represent a change in the operation of Academic and Student Affairs, which are administered separately at the Denver and
Health Sciences campuses. As a result, oversight of curricular development, evaluation of instruction, and assessment of learning outcomes continues to operate within the extant structures on each campus.

The faculty, staff, and administration of the combined institution will seek to leverage the existing resources of each campus and encourage interdisciplinary academic and research programs; increase the quality and productivity of faculty, staff, and students; and increase the scope and impact of current pipeline programs of K-12 and 12-16 students, with special emphasis on first-generation, traditionally underrepresented, and economically disadvantaged students. (Commendably, in the School of Pharmacy minority enrollment is at 40% of the student body.)

Objectives for the comprehensive institution will be incorporated into institutional assessment processes. Each campus currently operates within an established set of measures and benchmarks. However, new levels of achievement and excellence will be sought for the new consolidated university, data will be collected and analyzed, and the results will be used for continuous organizational improvement and effectiveness.

The Feasibility Study identified 30 existing cross-campus research, teaching, and service collaborations and another 50 potential collaborations. Because the implementation of consolidation is being designed to be an evolutionary process rather than a revolutionary one, these collaborations will be fostered and developed over time to strengthen the combined institution’s programmatic infrastructure.

- **Describe the administrative structure (accountability process, leadership roles) necessary to support the proposed change.**

Consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center has had minimal impact on the administrative structure of the University of Colorado System, which now has three rather than four universities. Each of the three universities is led by a Chancellor who reports to the President. The Chancellor is the Chief Executive Officer of the new university.

Additional changes in the administrative structure have evolved through a consensus-driven implementation process rooted in recommendations of the Feasibility Study. Certain leadership responsibilities (e.g., Academic Affairs, Research Administration) have remained at the original home campus, whereas other leadership responsibilities (e.g., Chancellor’s Office, Administration, Technology, Facilities, Finances) have changed to include the overall institution.

- **Describe how the organization will make learning resources and support services available to students (student support services, library resources, academic advising, and financial aid counseling).**

The consolidated institution will continue to support students with an eye to both access and excellence. All three campuses of the University of Colorado at Denver and Health Sciences Center will be vibrant learning communities. An important principle of the “Report from the Steering Committee for the Feasibility Study” (April 2004) of Do No
Harm and a key guideline emphasized, was that “the consolidation will be in the best interest of faculty, students, and staff at the University of Colorado.” To comply with both the principle and guideline noted above, it is essential student services are the same or better than they were before the consolidation.

The administrative structure has changed for Student Financial Services. The Bursar’s Office and Student Financial Aid have been combined under the leadership of a single Assistant Vice Chancellor who reports to the Vice Chancellor for Finance and Facilities. This reorganization does not impact services to students.

Looking ahead, it is envisioned that Health Sciences Campus students could access the learning support activities, or cultural events, at the downtown Denver campus. Downtown Denver students could attend Grand Rounds lectures at the Health Sciences Campuses.

Other opportunities to collaborate in resources and support to students will be explored including teaching opportunities and pedagogical training for doctoral students on all campuses, shared library and academic technology resources, and collaborative Research Day and student research grant programs.

• Provide financial data that document the organization’s capacity to implement and sustain the proposed change (projected budgets, recent audit reports, revenue streams, cost of facilities, and projected facility and equipment costs).

1. Revenue Streams.

a. Tuition Revenue – the current tuition revenue of the combined entity is approximately $90 million annually. An important strength of the newly combined university is the diversity of tuition revenue streams with undergraduate, graduate, and professional programs. The downtown Denver campus plans to further diversity its tuition revenue by growing the undergraduate enrollments as well as gradually admitting more nonresident undergraduates. Creation of a new School of Public Health and expansion of the health programs at the Fitzsimons campus will enhance graduate tuition revenues. As State of Colorado financial support of public higher education has diminished in recent years, tuition revenue has become increasingly more important for the funding of high-quality programs. Happily, tuition rates of the newly combined university are competitive both regionally and nationally. Suggest revising this statement since tuition rates are competitive for some programs and below market for others – Suggest the following sentence. Tuition rates are monitored to assure that they are competitive regionally and nationally. (An exception is first-year medical student tuition for nonresidents, which is about $70,000.)

b. State Appropriations – this source of revenue for the combined new university – approximately $78 million – decreased by 35%, or $27.5 million, from FY2001-02 to FY2004-05. Limitations on the growth of Colorado’s
constitutional tax and government growth led to disproportionate cuts ($200 million) to higher education in times of economic downturn (the CU System accounted for $75 million of this reduction in state appropriated monies for higher education).

c. **Facilities and Administration Cost Recovery** – this source of revenue increased significantly during the last decade and continues to be a major source of funding to support the research enterprise. Revenue from this source exceeds $60 million annually.

d. **Sponsored Programs** – the consolidation promises to facilitate the continued growth and diversification of sponsored programs, valued at more than $300 million. The new state-of-the-art research facilities at the Fitzsimons campus provide additional opportunities for the continued expansion of sponsored research. The historic growth of CU Health Sciences research is projected to reflect the growth of federal NIH and NSF funding trends.

e. **Gifts and Endowments** – health sciences programs on all campuses have received many new gifts and endowments as a result of the recently completed capital campaign for the CU System. Planning is underway for the next capital campaign and a major thrust will be for endowments. Gifts for programs will be a continuing emphasis of future campaigns and will likely be paired with private/public partnerships. Whereas the Health Sciences Center tends to cultivate grateful patients and those interested in and committed to enhancing the quality of human health, the downtown Denver campus provides access to business leaders and individuals who are influential in Colorado and throughout the nation. This is expected to be an effective and powerful combination as the consolidated university brings together the fundraising and development programs and activities of the two original institutions.

f. **Faculty Practice** – the School of Medicine professional practice plan is among the strongest in the nation. This $190 million centralized plan invests 10% of its clinical collections into the school’s research and education programs. Faculty practices are also now in place for all other Health Sciences Center Schools and are being examined for consideration by other programs in the combined university.

g. **Affiliates** – key affiliates include the University of Colorado Hospital and the Children’s Hospital. Their shared vision is being realized at the Fitzsimons campus and their financial future appears positive and expanding.

2. **Expenditures.**

a. **Human Resources** – many believe the single most important asset of a university is its faculty. Competitive compensation (salaries and benefits) is a major contributor to effective recruitment and retention of productive faculty members. The compensation of faculty remains a high priority and innovative
compensation options are in place in the highly competitive fields of medicine, pharmacy, and dentistry. The CU System continues to improve its personnel systems and benefits for all employees.

b. **Facilities, Capital, Operations, and Maintenance** – the downtown Denver campus is expanding its physical assets through the purchase of two high-rise buildings that are geographically near its main campus in the Auraria district of Denver. This positive step will help ensure that the downtown Denver campus can serve its various urban constituencies. Private student housing is in the early stages of development and will be available for the first time to students of the downtown Denver campus in approximately two years. This is expected to help significantly in achieving increasing enrollments.

The health sciences programs will conclude their transition to the Fitzsimons campus in 2008. Such a move of an entire campus and the co-location of health sciences affiliates are unprecedented in the nation and will position the health sciences programs in state-of-the-art facilities for the foreseeable future.

Funding for maintenance of the facilities owned by the downtown Denver campus is adequate. However, its main campus has not received sufficient funding from the state to maintain the facilities for which it is responsible, and will give special attention to controlled and deferred maintenance of its buildings.

c. **Interest and Debt Capacity** – the CU System manages debt capacity within conservative limitations. Recent borrowings for capital assets were completed at unusually favorable interest rates.

3. **Recent Audit Reports.**

   a. The annual audit is conducted through the State Auditors Office. The CU System received unqualified opinions in its most recent audit reports.

   b. The CU System conducts internal audits that emphasize internal control and best business practices. Additionally, numerous external agencies conduct periodic review for regulatory and compliance purposes. The UCDHSC has a system in place for follow-up findings and recommendations.

   • **Specify the timeline used to implement the proposed change.**

   The consolidation was approved by the CU Board of Regents on June 30, 2004, effective July 1, 2004. Implementation of consolidation recommendations, detailed in the Feasibility Study Report, will be evolutionary. Units that have complementary synergies will consolidate earliest, whereas those having more complex and duplicative activities will consolidate on a longer timeline. The Feasibility Study Report posed short-, medium-, and long-range timeframes for each facet of possible consolidation. Administration and Finance areas were identified as short-range consolidation
objectives; these areas are well along in the process of consolidation. The Chancellor’s Office has partially consolidated and will continue that process through the balance of this academic year. Future areas of consolidation, using multiple timetables depending on the unit, are Research Administration and Academic and Student Affairs. Facets of these units may well be consolidated within the short-term range of 24 months, while other facets may require five or even 10 years – and some may never fully consolidate.

**Question 6: What are the organization’s strategies to evaluate the proposed change?**

- **Describe the measures the organization will use to document the achievement of its expected outcomes.**

  1. The CU Board of Regents will review both consolidation plans and outcomes as part of its annual fiscal, strategic, and academic campus review processes.

  2. The CCHE will monitor the quality, diversity, and effectiveness of the institution as it relates to the state’s higher education priorities and goals.

  3. Other ongoing review processes, including disciplinary accreditation and systematic academic and administrative program reviews, will incorporate the evaluation of consolidation-related changes of these review processes.

  4. Of course, colleges and universities are known for the personal qualities and achievements of their graduates, and when their graduates are in demand it is indicative of exemplary teaching, research, clinical, and related programs. Similarly, when faculty are successful in obtaining competitive grants, it reflects their national research reputations. The above holds true for other teaching-, research-, and clinical-related endeavors as well as for other institutional programs.

- **Describe how the assessment of student learning is integrated into the assessment program.**

  At all campuses of UCDHSC the assessment of student learning is an integral part of academic and curricular planning and instructional activities. Each campus has developed and implemented a comprehensive program to assess student academic achievement. Now as a combined university, these programs will continue and share best practices with the overall purpose of improving student learning. Goals and measures provide meaningful, useful data pertaining to the academic achievements of students. Schools and programs use data in a constructive manner to improve the effectiveness of campus academic programs.

  The UCDHSC campuses will continue to share information and resources to strengthen assessment across all teaching/learning programs of the consolidated institution. Examples of ongoing assessment efforts include:

  1. At the downtown Denver campus assessment of student learning outcomes has been increased and enhanced significantly since the 2001 site visit by the HLC. As
detailed in the progress report submitted to the Commission in March 2004, steps were taken to ensure a coherent and comprehensive assessment program. These included (1) the formation of a steering committee for assessment, the Outcomes Assessment Advisory Committee; (2) the adoption of a policy statement on outcomes assessment; (3) the creation of a Faculty Fellow position for Outcomes Assessment; (4) the development of standardized templates for programs to use in reporting assessment plans and assessment results; and (5) the establishment of a closer relationship between Institutional Research and programmatic assessment efforts.

2. At the Health Sciences campuses an electronic system for the administration of the Faculty Course Questionnaires has been instituted. This has facilitated quicker and easier ways to collect student satisfaction data at the course level. Plans are underway to extend this electronic system to the downtown Denver campus.

3. Faculty in the School of Medicine are revising the Medical Doctor curriculum. As a part of the revision efforts, goals have been developed for systematic and ongoing assessment of student learning outcomes.

A. Evaluation of Request.

1. Evidence that demonstrates adequate preparation and planning.

This report is based on (a) team members reading the well-prepared, copious materials provided by administrators of the organization; (b) interviews/discussions with key stakeholders representing administration, faculty, staff, students, Board of Regents, alumni, and business and community leaders; (c) observing firsthand the landlocked-nature of the Downtown Denver facilities and the “Fitzsimons Opportunity;” and (d) seeing the organization’s “BIG PICTURE” and being given the background information and data that enabled the team members to reach “evidence-based” conclusions.

• **The Fitzsimons Opportunity.** Rarely does an institution of higher education have an opportunity of the magnitude presented by developments associated with the 1999 closing of the U. S. Army Fitzsimons Hospital in Aurora, Colorado. And, seldom does an institution identify and attract a new president with the institutional foresight equivalent to “CU Vision 2010,” a person with the wisdom, experiences, and ability to orchestrate the tedious process needed to make that level of dreaming come true. Let’s review the “Fitzsimons Opportunity” in four parts:

a. **University of Colorado at Denver and Health Sciences Center’s Fitzsimons Health Care - Delete Campus and Related Partnerships**

The comprehensive Fitzsimons project is a bold, ambitious, visionary endeavor. Indeed, the public-private partnerships encompassed and
demonstrated by owners and occupants of the Fitzsimons campus epitomize the level of institutional excellence and public service that can accrue when visionary leaders of the public and private sectors plan and work in concert for the public good. Happily, Fitzsimons is an exemplary model for breathing new life into collaborative initiatives important to future research, education, and healthcare programs and thrusts of higher education and the society it serves as well as furthering economic development in the private sector.

The visionary team that planned this unique health sciences center and entrepreneurial complex are bringing together the all-important academic research functions of the health sciences center and, in addition, key hospital entities and corporate bioscience partners. This type of positive collaboration promises to serve as a model for the future of progressive health science centers of our nation.

The comprehensive development of state-of-the-art research, teaching, and clinical facilities presents an unparalleled time of opportunity to translate cutting-edge research discoveries into commercial applications that improve human lives and concurrently fuel the engines of economic growth provided by an estimated 14,500 jobs and an annual payroll of approximately $1.5 billion.

What can be seen today are early, large snowflakes of an avalanche in the making of long-term deliberate planning and development that reflects a visionary plan to forge a twenty-first century health sciences city – a center that includes five professional schools and a massive public/private research investment and enterprise wrapped around the biomedical sciences led by an extraordinarily capable team whose collective core competencies are awesome.

Planning of the new hospital, for example, was achieved through a unique partnership with more than 140 care team members, physicians, employees, patients, designers, and constructors involved in the design and features of the building. Some 900 faculty members have contributed to the design of buildings that include the new Ethics Center, the Library, the Environmental Health Center, Research Complex 2, the Barbara Davis Center for Childhood Diabetes, and two faculty office buildings.

b. Fitzsimons Health Care Campus Developments

- **University Physician, Inc. (UPI)**
  This is the first new privately developed office building having a prominent gateway location on the Fitzsimons’ campus. The $22.5 million, 125,000 sq ft, four-story facility was occupied in March 2004. The UPI will initially occupy some 65,000 sq ft and the Children’s Hospital will lease 30,000 sq ft of office space. The University of
Colorado at Denver and Health Sciences Center Division of Health Care Policy and Research will occupy approximately 19,000 sq ft.

UPI manages the administration of professional clinical activities for physicians employed by the University of Colorado School of Medicine. The new facility houses approximately 275 UPI employees who oversee clinical service billings and collections, managed care contracting, hospital negotiations, information technology, network and medical management functions, and generated management of the medical group.

- **Veterans Administration Military Healthcare Facility**
  Fitzsimons planners have collaborated with the U. S. Veterans Administration (VA) and Department of Defense (DOD) for a military healthcare facility to be operated in partnership with the University of Colorado Hospital. Discussions are currently underway to determine the identity and feasibility of a campus land parcel for the development of a new VA hospital and clinic that would replace their current facility on 9th Avenue.

- **The Children’s Hospital**
  This $450 million project encompasses more than 1.2 million sq ft on over 40 acres at the Fitzsimons Health Care and Related Sciences campus. This facility includes a 856,000 sq ft hospital, 192,000 sq ft ambulatory care clinic, and 110,000 sq ft office facility in a nine-story structure. The new hospital is anticipated to open in 2007.

- **The University of Colorado Hospital’s Anschutz Inpatient Pavilion**
  This $145 million, 483,000 gross sq ft (230,000 finished sq ft) hospital on the Fitzsimons campus was designed to meet the physical, mental, and emotional needs of patients and families. It opened in 2004 with 96 beds. Currently under construction is an expansion to the base facility including additional operating rooms, additional intensive care beds, additional beds, expanded imaging services, and expansion to virtually all support departments.

- **The new Barbara Davis Center for Childhood Diabetes at Fitzsimons**
  This is the nation’s largest pediatric diabetes facility. The $33 million state-of-the-art center was designed in conjunction with the Children’s Diabetes Foundation. Its laboratory researchers will focus on autoimmunity, immunology, transplantation biology, and developmental biology – all related to insulin-dependent diabetes and associated disorders.

- **The Center for Dependency Addiction and Rehabilitation (CeDAR)**
This $18 million state-of-the-art facility will be an 80-bed residential and treatment facility housed on the Fitzsimons campus for persons afflicted with chronic substance dependency and addiction. The center will have a strong collaboration with the Health Sciences Center for Education and Research—suggest changing to “in the areas of education and research.” The center will be operated as part of the Anschutz Center for Advanced Medicine. A gift of $10 million from the Anschutz Foundation, and other private gifts, made the new center possible.

- **The Marion Downs Hearing Center Foundation**
  This organization received $2.98 million in federal funding to be matched with $15 million in private monies for the construction of a new Hearing Center at Fitzsimons. Planners estimate that the center will open in 2007.

- **Rocky Mountain Lions Eye Institute**
  The Rocky Mountain Lions Eye Institute houses the University of Colorado Hospital (UCH) Eye Clinic and Eye Bank. This facility includes 47,000 sq ft and was completed in 2001 at a project cost of $12 million.

- **University of Colorado Hospital Anschutz Outpatient and Cancer Pavilions**
  The Anschutz Cancer Pavilion houses the UCH oncology programs including infusion therapy and radiation therapy. The 108,000 sq ft facility opened in 2000 and cost $28.78 million. The Anschutz Outpatient Pavilion is a 475,000 sq ft facility including UCH’s comprehensive outpatient programs and services. It was completed in 2000 at a project cost of $119.1 million.

- **Nighthorse Campbell Native Health Building**
  The $12 million facility opened in 2002. It houses the Division of American Indian and Alaska Native Programs and programs for Public Psychiatry as well as the UCDHSC Telehealth/TeleEducation program.

- **The Fitzsimons Redevelopment Authority (FRA)**
  The FRA is a partnership of the University of Colorado and the City of Aurora. The FRA has jurisdiction for 332 acres of the Fitzsimons site, which includes the Colorado Biosciences Park Aurora, the Fitzsimons Commons, and a planned hotel/office complex.

- **Colorado Bioscience Park Aurora at Fitzsimons**
  Envisioned for this 160-acre site is a bioscience research park consisting of 3.5 million sq ft with five or six multi-tenants, life sciences research and development buildings, on 25 to 30 acres. The
balance of the 160 acres (owned by the FRA) will be sold as parcels to life science R&D users such as pharmaceuticals and biotech companies. Current bioscience companies located in the research park are conducting research that includes drug discoveries, drug delivery, and diagnostics related to Alzheimer’s, AIDS, cardiovascular disease, cancer, fungal diseases, genomics and proteomics, immunology, organ transplantation, and human infertility.

c. New Fitzsimons Education Complex

Higher education for healthcare students embraces a combination of classes, laboratories, clinical practice, library/study environments, and long hours on campus. Historically, classes and most student interactions have been segmented according to academic discipline, with medical students and their faculty tending to congregate with one another in their respective building(s).

In practice, many health professionals work together on a frequent basis. Doctors confer with other doctors, nurses, researchers, and specialists – often concerning a single case. This explains why many employers prefer healthcare graduates who have been educated and trained in the team concept of healthcare. That concept is a basic underpinning of the University of Colorado at Denver and Health Sciences Center’s new education complex at Fitzsimons.

The six education buildings of the new Fitzsimons campus represent a major departure from the traditional campus model for medical education because standardized learning components for UCDHSC’s health professions schools will be in one building. The over 2400 students enrolled in the schools of medicine, pharmacy, nursing, dentistry, and the graduate school will share space at Fitzsimons. The educational, research, and clinical zones will overlap physically among six education and two research complexes – all within one square mile. Now, let’s review the six UCDHSC complex facilities planned for education.

- **Education 1A (located in Research Complex 1 {RC1})**
  This 22,000 sq ft facility is located on the first floor of RC1, which was completed in 2004. This $7 million project includes multipurpose student teaching labs with associated lab preparation area, a 100-seat lecture hall, seminar rooms, and a computer lab.

- **Education 1B**
  Construction of this $32.3 million, 116,000 sq ft education facility will begin in April 2005. It is scheduled for completion in October 2006 and will provide substantial classroom space for the medical school. It is designed to also serve students enrolled in the schools of nursing, dentistry, pharmacy, and graduate studies. Specialized educational
areas include an Anatomy Laboratory, Visible Human Modeling Center, Pharmacy Care Learning Center, Nursing Skills Laboratory, Physical Therapy Skills Laboratory, and technology support spaces to serve state-of-the-art technology incorporated in the building. Additionally, it will house the Center for Clinical Excellence as well as a complex of mock medical examination rooms where students, professionals in residency, and other healthcare professionals will be tested for knowledge, skills, and behavior for coursework and/or recertification in their disciplines. It will also house the Visible Human Laboratory – a 3-D, computer-simulated model where students can practice medical procedures.

- **Center for Bioethics and Humanities**
  This three-story, $5.4 million, 16,000 sq ft building is designed to teach the moral dimension of the medical sciences and healthcare. Construction will begin in August 2005 and is scheduled for completion in October 2006. The building is very transparent and jewel-like to help convey and emphasize the message that ethics matter in healthcare.

- **The Library at Fitzsimons**
  The new three-story, 116,000 sq ft library reflects the movement toward greater use of computer stations and wireless information access. Because many students prefer to learn in groups, the new library will have 40 small meeting rooms that accommodate 4-12 students each for the purposes of learning and discussion. Construction of the $35 million library is scheduled to begin in August 2005 and be completed in December 2006.

- **Education II**
  This new education complex at Fitzsimons is designed as two buildings that will be connected by a free-spanning bridge on the second level of the five-story building. The lower two floors will be lecture halls, classrooms, small group learning rooms, computer labs, and student community areas and will include a 600-seat auditorium. The upper three floors will be faculty offices. Construction costs for the 276,000 sq ft education and academic office building are estimated at $75.7 million.

- **Lazzara Center for Oral-Facial Health**
  The UC School of Dentistry is the only school of dentistry in Colorado. The $26.5 million Lazzara Center for Oral-Facial Health building is unique in that it is being funded as part of a public/private business partnership. It will accommodate 200 dental students, 60 dental hygiene students, 32 orthodontic post-doctoral students, and 6 general dentistry practice residents. The building is a unique combination of classrooms, laboratories, offices, and patient care
clinics that can support more than 40,000 patient visits annually. This three-story, 95,000 sq ft building is scheduled to be completed in the summer of 2005. It is designed to add a 4th floor when needed.

d. Encouraging and Engaging Research Collaboration

Buildings comprising RC1 and Research Complex 2 (RC2) will occupy more than 1.0 million sq ft on the University of Colorado at Denver and Health Sciences Center Fitzsimons campus. These massive, ultra-modern, and well-equipped facilities will attract some of the nation’s best researchers as well as scientists from abroad. Indeed, these state-of-the-art research complexes are opening the doors for integrated research centers heretofore merely idealized and hoped for.

The $211 million RC1 includes two buildings in a nine-story tower with 347,000 sq ft of research space and offices including the first-floor Education 1A wing (22,000 sq ft) and a 12-story south tower having 275,000 sq ft. Bridges connect the two towers on floors two, five, and six. RC1 was completed and occupied in the summer of 2004. It houses 20 research departments and 240 laboratories including biochemistry, pharmacology, endocrinology, and molecular biology. RC1 also includes 400 offices for researchers and staff.

RC2 is designed for a $206 million base building of 400,000 sq ft. It will house wet laboratories, core laboratory space and support, faculty offices, and conference rooms as well as animal research and building support space. The RC1 animal research laboratory is part of the 54,000 sq ft vivarium. It has robotic material-handling and sophisticated building control systems (e.g., the building includes three Biosafety 3 labs. These require separate HVAC systems with microscopic level filtering silicon seals and high levels of security).

The research complexes were designed to maximize interdisciplinary collaboration of research and education. The Fitzsimons research facilities have no walls between laboratories for ease in communicating and exchanging ideas as well as giving greater flexibility for redesigning, renovating, and remodeling as needed.

2. Evidence that demonstrates further organizational attention is required. None observed.

3. Evidence that demonstrates further organizational attention and Commission follow-up are required. None observed.

B. Other Accreditation Issues. None observed.
C. Recommendations of the Team.

- **Evidence sufficiently demonstrated to recommend approval of change request.**

  **Comment:** The team members unanimously agreed to recommend that the HLC ratify the action of the University of Colorado Board of Regents to consolidate the University of Colorado at Denver with the University of Colorado Health Sciences Center into one Institution named the University of Colorado at Denver and Health Sciences Center (UCDHSC).

Further, the team members unanimously agreed to recommend that the HLC approve the request of the University of Colorado at Denver and Health Sciences Center to conduct the next Comprehensive Site Visit in 2010-2011.

The team respectfully submits the following rationale for requesting that the next Comprehensive Visit for the UCDHSC occur during the 2010-2011 academic year.

- The move of the 9th and Colorado campus to Fitzsimons is expected to be completed by 2008. A Comprehensive Visit in 2010-11 will allow for the complete transition to Fitzsimons prior to in-depth preparation (including the self-study report) needed for the visit.

- The Academic Master Planning on the downtown Denver campus should be completed, with implementation of new initiatives underway, by 2007-08.

- The President’s “Vision 2010” is guiding the entire university as it plans for the future. With a Comprehensive Visit in 2010-11, the fruits of the Vision 2010 efforts should be readily apparent.

- The university’s Student Information Systems (SIS) – a system-wide data management tool – will be completely overhauled and replaced by 2009-10. With a new shared system in place, all UCDHSC students will be admitted, registered, and matriculated through the institution as one student body. In addition, data collection for the consolidated institution will be greatly facilitated.

- A Comprehensive Visit in 2010-11 will allow time for the collection and analysis of meaningful data on the first years of the consolidation, the move to Fitzsimons, and the Academic Master Plan. These data would include, for example, information about the development of the new School of Public Health, the evolution of organizational structures, research collaborations, health professions student pipeline programs, community-engaged partnerships, and health policy and business initiatives.

- A Comprehensive Visit in 2010-11 will allow key administrators on all campuses to focus on the implementation of consolidation over the next few
years. Planning for the Comprehensive Visit could begin in earnest in 2007-08.

• A Comprehensive Visit in 2010-11 will put the consolidated institution on the same self-study and visit preparation timeframe as was originally scheduled for the downtown Denver campus of UCDHSC.

• As demonstrated in the Focused Visit Report, and all accompanying documentation, the new UCDHSC was created by a thorough and thoughtful process that resulted in an institution well positioned for the future.

III. AFFILIATION STATUS

A. Summary of Commission Review. The team members unanimously concur in recommending the institution’s request that the Commission accept the revised Statement of Affiliation Status (SAS, as shown on the next page, approved -- delete and add “proposed “01/24/05).
(this page to be inserted soon)
**D-R-A-F-T**

ADVANCEMENT SECTION

REPORT OF A FOCUSED VISIT
(Organization’s Request for Change)
(Review Draft, February 8, 2005)

TO

University of Colorado at Denver and Health Sciences Center
Denver, Colorado
January 24-25, 2005

FOR

The Higher Learning Commission
A Commission of the North Central Association of Colleges and Schools

EVALUATION TEAM

Dr. John R. Campbell (Chair), President Emeritus and Professor of Animal Sciences, Oklahoma State University, c/o 357 Crown Point, Columbia, MO 65203

Dr. Mark E. Clasen, Professor and Chair, Department of Family Medicine, Wright State University, 3155 Research Blvd., Suite 100, Dayton, Ohio 45420
ADVANCEMENT SECTION

REPORT OF A FOCUSED VISIT
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IV. CONSULTATION OF THE TEAM

A. Areas of Focus.

1. Completing Development and Occupation of the Fitzsimons Campus Facilities.

   **Comment:** The Team commends the institution for the vision and leadership demonstrated to date in developing effective public-private partnerships that promise to have long-term beneficial effects on/for the University of Colorado, the business community, and the people of Colorado and beyond. The “Wow and Optimism” climate that has evolved among members of the university family, business community, Board of Regents, alumni, and general public in connection with the consolidated university and development/occupation of the Fitzsimons campus is inspiring and encouraging.

2. Seeking a New Level of Excellence at UCDHSC.

   **Comment:** The commitment and determination to achieve a higher level of institutional excellence is noteworthy. The Team observed “Green Lights” among persons representing all schools and college campuses.

3. New Programs.

   **School of Public Health.** Planning is underway to begin a new School of Public Health. This is a timely endeavor at a time when the whole of bioterrorism, public safety, and health are on the minds of the public.

   The Team encourages the institution to **continue to** partner with sister institutions of higher education in Colorado (e.g., the College of Veterinary Medicine at Colorado State University) in the planning and implementation of a new School of Public Health. The animal-human connections in zoonotic diseases have serious public health implications; so do safe food and water supplies as well as the air we breathe. These public concerns give reason to partner with food chain entities (producers, processors, and marketers) as well as municipal water suppliers. The new School of Public Health holds promise of being an important contributor to the long-term health and well being of humans and food-producing animals as well as pets.

4. Honors Program.

   Timely planning is underway to develop and implement a comprehensive Honors Program by Fall 2006. As the university recruits an increasing number of
academically-talented students, new thrusts in an Honors Program are needed. The Team recommends that consideration be given to expanding opportunities for Honors students to have one or more experiences in an undergraduate research program under the mentorship of the research faculty.

5. Facilities.

**On-Campus Student Housing.** The Team encourages the university to accelerate planning for on-campus housing. This would encourage increased enrollment of students from Colorado as well as nonresident students.

**Health Care Facility in Downtown Denver.** With construction of new hospitals on the Fitzsimons campus, it seems desirable to retain a branch clinic in downtown Denver. (The Team was advised that this is being considered.)

B. Areas of Concern.

1. **Leadership Continuity.**

The Chancellor of the newly combined University of Colorado at Denver and Health Sciences Center plans to retire October 2005. The President has appointed a Search Committee, which met multiple times and is making recommendations pertaining to “Position Description” as well as possible external professional consulting firms to assist in the Search Process. The Team met with representatives of the Search Committee as well as with the President. These discussions gave good reason to conclude that continued strong leadership will endure.

While the process will identify qualified candidates who are interested and available, there is some concern that there may be need for an Interim Chancellor. The Team conferred with the President about this possibility and was favorably impressed with the alternatives presented. Based on that discussion with the President, the Team believes strong leadership continuity for the newly combined university is assured.

2. **Funding Matters.**

The monumental development of facilities on the new Fitzsimons campus is commendable but expensive; the same holds for initiating a new School of Public Health and other worthwhile new initiatives. The Team believes the successes of the recent past in private fundraising will continue as more and more individuals, corporations, foundations, and other entities see the exciting developments underway and want to be a part of supporting the newly consolidated university.

While future funding is a concern, the Team has a high level of confidence in an institution that has progressed so far so fast with only 10% of its budget coming from state-appropriated public funding!