Foreword

The University of Colorado at Denver and Health Sciences Center is a new university composed of three University of Colorado campuses — Downtown Denver, Ninth and Colorado, and Fitzsimons at Aurora. The University of Colorado Board of Regents created the new university on July 1, 2004, with the consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center. The new university's mission spans the scopes of its parts and its vision is to:

- Become the premier urban research university with nationally ranked programs of teaching, clinical care and community service throughout Colorado.
- Provide access to higher education for undergraduate, graduate, and professional students with increased multicultural diversity through recruitment and pipeline initiatives.
- Offer new interdisciplinary programs of education and research in the life sciences, professional programs and liberal arts.
- Become a more entrepreneurial university with two campuses in the Denver/Aurora metropolitan area and the state.
- Develop regional business and community partnerships that stimulate new programs and an improved economy.

In addition to the material presented in this report, readers are invited to visit the campus web page at http://www.ucdhsc.edu/ and the consolidation web site at http://www.cusys.edu/consolidation.

Acknowledgements

This Focused Visit Report provides information on the new University of Colorado at Denver and Health Sciences Center. A special thanks to the many persons who assisted in its preparation, particularly:

- Cintia Bergelt
- Teresa Berryman
- Rebecca Brant
- Marguerite Childs
- Mary Lou Fenili
- Jan Frisk
- Dana Gibson
- Laura Goodwin
- Mark Heckler
- Micheline Heckler
- Andy Jhanji
- Georgia Lesh-Laurie
- Jeff Parker
- Denise Sokol
- Debbie Wangerin
- Dan Wilkerson
The formation of the new University of Colorado at Denver and Health Sciences Center by the consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center necessitates a change in the relationship with the Higher Learning Commission of the North Central Association. The new university will have one Statement of Affiliation Status and one Organizational Profile that combine the characteristics of the two original institutions. Each of the original institutions was an accredited member of the Higher Learning Commission of the North Central Association with no outstanding reports. The new university will require the establishment of a new date for a comprehensive visit. This report will detail the planning for and implementation of the consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center and provide information on the requested change in status with the Higher Learning Commission of the North Central Association.

The University of Colorado at Denver and Health Sciences Center (UCDHSC) is a public higher education institution. It is one of three universities of the University of Colorado System governed by the University of Colorado Board of Regents. The new university is headed by a Chancellor, and each of its schools is headed by a Dean. The new UCDHSC has three campuses: Downtown Denver, Ninth and Colorado, and Fitzsimons at Aurora.

This report was prepared primarily by a team composed of the Academic Affairs leadership of the new university. Team members Marguerite Childs, Associate Vice Chancellor of Academic Affairs at the Health Sciences Center, and Laura Goodwin, Interim Associate Vice Chancellor of Faculty Affairs, and Mark Heckler, Vice Chancellor of Academic and Student Affairs, both at the Downtown Denver Campus, worked with others throughout the institution to prepare this document. They drew on the previous studies on consolidation including:

- The Consolidation Study of the University of Colorado at Denver, Health Sciences & Fitzsimons Campuses (June 2003) — known as the Desirability Study Report
- the Report from the Steering Committee for the Feasibility Study (April 2004) — known as the Feasibility Study Report
- the University of Colorado Consolidation Feasibility Study: Independent Report by PricewaterhouseCoopers (June 2004) — known as the the PwC Independent Report

These reports are included in the Appendix. In addition, the authors of this report reviewed current efforts resulting in the evolution of the organizations into the new university.
The document was reviewed by campus leadership, shared with the campus executive committees and is available to the community on the consolidation web site and in the campus libraries.

The report is organized into chapters that provide information on the new university and the request for change in affiliation status with the North Central Association’s Higher Learning Commission. A brief description of each chapter is included below:

CHAPTER I — INTRODUCTION
- Addresses the reason for the focused visit
- Describes the process of report preparation
- Describes the organization of the report

CHAPTER II — EXECUTIVE SUMMARY
- Brief summary of the document contents highlighting the creation of the new university and the request for change in commission relationship

CHAPTER III — INSTITUTIONAL SNAPSHOT
- Provides data on the new university

CHAPTER IV — EXAMINATION OF AREA OF FOCUS
- Documents the organizational change

CHAPTER V — A LOOK TO THE FUTURE
- Provides themes for the university as it looks to its future as a consolidated entity

CHAPTER VI — CONCLUSION AND REQUEST
- Requests approval for consolidated Statement of Affiliation Status (SAS) and Organizational Profile (OP) including the request for dates for the comprehensive visit for the new university

APPENDIX (SEPARATE DOCUMENT)
- Provides index of and materials to support the report
Chapter II

Executive Summary

Introduction

The University of Colorado at Denver and the University of Colorado Health Sciences Center were consolidated into one university, the University of Colorado at Denver and Health Sciences Center (UCDHSC) on July 1, 2004. The consolidation followed two years of intense and deliberate study by numerous committees and outside consultants, and was effected by a vote of the University of Colorado Board of Regents.

The creation of the new university necessitates a change in the relationship with the Higher Learning Commission (Commission) of the North Central Association. The new university will have one Statement of Affiliation Status and one Organizational Profile that combine the characteristics of the two original institutions. The new university will require the establishment of a new date for a comprehensive visit. This report details the planning for and implementation of the consolidation of UCDHSC, and provides information on the requested change in status with the Commission.

Background

University of Colorado President Elizabeth Hoffman convened a Consolidation Study Committee in September 2002 to examine the desirability of a consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center. The consideration of consolidation was a key aspect of the President’s “Vision 2010,” which challenged all campuses in the university system to grow a culture of excellence, build a university without walls, increase diversity, increase resources and use them wisely, and integrate infrastructure. The committee — which included faculty, administrators, staff, students, community representatives, and business leaders — met throughout the 2002-03 academic year, and issued a report in June 2003. The report concluded that the university “has an unprecedented opportunity to create a great twenty-first century urban research university.”

The results of the Desirability Study led to a Feasibility Study during the 2003-04 academic year. Aided by outside consultants Pricewaterhouse-Coopers (PwC), more than 125 university and community representatives met in committees, study groups and study teams. They held open forums on all campuses in the university system, participated in two reverse site visits with consolidated peer institutions, and conducted a faculty survey. The Steering Committee’s report concluded that consolidation was feasible and that no insurmountable obstacles to consolidation existed. The consultants from PwC, who also conducted an independent study of
the feasibility of consolidation, concurred with the Steering Committee. Presented with the
reports from both the Steering Committee and PwC, the Regents voted unanimously for
consolidation on June 30, 2004. James H. Shore, M.D., who has been the Chancellor of the
University of Colorado Health Sciences Center since 1998 and the Interim Chancellor of the
University of Colorado at Denver during the 2003-04 academic year, was named the single
Chancellor of the consolidated entity on the same date as the consolidation became effective —
July 1, 2004.

The Vision for UCDHSC

The consolidated UCDHSC is using the word “premier” to capture its vision for the future.
UCDHSC will:

■ Become the premier urban research university with nationally ranked programs of
teaching, clinical care and community service throughout Colorado.
■ Provide access to higher education for undergraduate, graduate and professional students
with increased multicultural diversity through recruitment and pipeline initiatives.
■ Offer new interdisciplinary programs of education and research in the life sciences,
professional programs and liberal arts.
■ Become a more entrepreneurial university with two campuses in the Denver/Aurora metropolitan
area and the state.
■ Develop regional business and community partnerships that stimulate new programs and
an improved economy.

For each bulleted point in the vision statement, specific goals are being developed.
Achievement of the desired outcomes will be an evolutionary process. The roles and missions of
the two campuses will be combined into a role and mission statement that reflects the combination
of the previous and distinct missions into a single, comprehensive mission. The physical locations,
breadth of educational offerings and enrollment objectives of the combined entity remain essen-
tially the same, but will evolve as a part of the institution’s ongoing academic interaction and
planning processes.

The consolidated institution will build upon the many strengths and accomplishments of the
formerly separate institutions. As we plan for the future, we will seek to accomplish our missions
of access and excellence in teaching, research, service and clinical care. Through partnerships
with business, government, education, foundation and non-profit sectors, UCDHSC will aim to
build and nurture its human capital; evolve its programs toward greater levels of collaboration,
quality and engagement; improve its physical facilities; and secure increased resources to accomplish
its ambitious goals.

Conclusion and Request

As demonstrated in this report and the materials in the Appendix, the creation of UCDHSC
through consolidation was a thoughtful, thorough process that resulted in an institution positioned
for the future. UCDHSC has the necessary human, financial, physical and institutional resources
to become a premier urban research university.

The new UCDHSC requests a change in the relationship with the Commission necessitated
by the consolidation. We request the acceptance of one Statement of Affiliation Status and
Organizational Profile that reflect the current organization. We also request that the next com-
prehensive site visit for reaccreditation of the institution occur during the 2010-11 academic year.
Chapter III
Institutional Snapshot

Profile — University of Colorado at Denver and Health Sciences Center

The University of Colorado is a system with locations in Boulder and Colorado Springs, and with Denver and Health Sciences Center campuses in Denver and Aurora. On July 1, 2004, the University of Colorado at Denver officially joined with the University of Colorado Health Sciences Center to create a new university (UCDHSC).

Physical Location

- UCDHSC is currently located on three separate campuses in Downtown Denver, Ninth and Colorado, and Fitzsimons at Aurora.

Fitzsimons Campus Development — The Health Sciences Center’s five schools, combined with cutting-edge research laboratories, critical-care clinics, and emerging biotech firms will locate at the Fitzsimons at Aurora campus. Redevelopment of the former Army medical center involves a phased construction program totaling approximately nine million square feet of new program space. Space at the Ninth and Colorado Campus will be backfilled during the transition to handle critical short-term demands. Within five years, all Ninth and Colorado Campus operations will relocate to Fitzsimons.

Unique State Programs

- The Downtown Denver Campus College of Architecture and Planning and Graduate School of Public Affairs
- The Health Sciences Center School of Medicine, School of Pharmacy, School of Dentistry, and Physical Therapy Program

Degrees Offered

- The Downtown Denver Campus has seven schools/colleges offering 29 undergraduate and 52 graduate degree programs
- The Health Sciences Center has five schools offering 2 undergraduate degree programs, 20 graduate degree programs, 5 first professional programs and 5 post-baccalaureate certificate programs

Degrees Conferred (FY 2004)

- Downtown Denver Campus — 1,387 undergraduate, 1,609 graduate degrees
- Health Sciences Center Campuses — 201 undergraduate, 478 graduate degrees
## Enrollment

<table>
<thead>
<tr>
<th>Category</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
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<td>Undergraduate</td>
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<tr>
<td>Full-time</td>
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<td>Graduate</td>
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<td><strong>Downtown Denver</strong></td>
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<td>Campus Total</td>
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<tr>
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<tr>
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<td>Part-time</td>
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<td>Full-time</td>
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<td>1,060</td>
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<td>Part-time</td>
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<td>176</td>
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<tr>
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<td>1,181</td>
<td>1,286</td>
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<tr>
<td>Health Sciences Center</td>
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<tr>
<td>Center Total</td>
<td>2,523</td>
<td>2,824</td>
<td>2,981</td>
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<td><strong>UCDHSC Total</strong></td>
<td>17,527</td>
<td>18,210</td>
<td>18,727</td>
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</table>

Data Source: IPEDS Fall Enrollment Reports

### Patient Volume (FY2004)

- University of Colorado Hospital: admissions, 18,108; outpatient visits, 569,447
### UCDHSC Employees

#### Staff Headcount 2004-05 Est.

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<tr>
<th></th>
<th>4,293</th>
<th>3,034</th>
<th>1,259</th>
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<tr>
<td>Full-time</td>
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</tr>
<tr>
<td>Part-time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>6,002</td>
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Data Source: IPEDS 2003-04 Fall Staff Survey

### Annual Budget

#### 2004-05 UCDHSC Combined Campus Budget – July

<table>
<thead>
<tr>
<th></th>
<th>Revenues</th>
<th>Expenditures</th>
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<tbody>
<tr>
<td><strong>Unrestricted Fund</strong></td>
<td><strong>Unrestricted Fund</strong></td>
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<tr>
<td>State Appropriation</td>
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<td>Faculty Comp.</td>
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<td>Tuition &amp; Fees</td>
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<td>Staff/Hourly Comp.</td>
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<td>ICR</td>
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<td>Patient Rev.</td>
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<td>Oblig./Initiatives</td>
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<td>AHEC/Library</td>
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<td>Commitments</td>
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<td>Other/Misc.</td>
<td>$ 10,125,622</td>
<td>Student Aid</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$ 233,318,691 *</td>
<td>Library Materials</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$ 867,484,943</strong></td>
<td><strong>Subtotal</strong></td>
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<tr>
<td><strong>Restricted Fund</strong></td>
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<td><strong>$ 233,318,691</strong></td>
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<tr>
<td><strong>Auxiliary Fund</strong></td>
<td><strong>$ 325,923,378</strong> ****</td>
<td><strong>FY04 UPI Rev Budget</strong></td>
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<td><strong>Plant Fund</strong></td>
<td><strong>$ 563,000</strong> Est.</td>
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<td><strong>Student Loan Fund</strong></td>
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<td><strong>FY04 UCH Rev Budget</strong></td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>$ 505,944,000</strong></td>
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</table>

* Estimated allocation FY05 "preliminary" budget
** Includes UPI patient revenue $148 million

### Research Expenditures

#### 2004-05 Budget UCDHSC

<table>
<thead>
<tr>
<th>Sponsored Programs Expenditures</th>
<th>Direct</th>
<th>Indirect</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Federal Research</td>
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<td>56,665,444</td>
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<tr>
<td>Non-Federal Research</td>
<td>43,621,333</td>
<td>4,957,518</td>
<td>48,578,851</td>
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<tr>
<td>Federal Other</td>
<td>47,572,836</td>
<td>3,147,877</td>
<td>50,720,713</td>
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<tr>
<td>Non-Federal Other</td>
<td>40,034,640</td>
<td>687,112</td>
<td>40,721,752</td>
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<td><strong>Total Estimate</strong></td>
<td>307,339,040</td>
<td>65,457,951</td>
<td>372,796,991</td>
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</table>
Economic Impact

- Every state General Fund dollar invested in UCDHSC generates more than $22 to the Colorado economy (GSP).
- UCDHSC student spending in Colorado totals more than $275 million.
- The nearly 12,200 jobs provided by UCDHSC and University Hospital generate approximately 9,900 additional jobs.
- Every taxpayer dollar invested in UCDHSC generates $3.83 in research awards from outside sources.
- For every dollar of unrestricted General Fund support UCDHSC receives, approximately $0.81 is recaptured in state and local taxes.
Chapter IV
Examination of Area of Focus

What change is being proposed?

- **State the specific change that is proposed.**

  The newly consolidated University of Colorado at Denver and Health Sciences Center (UCDHSC) requests a change in its relationship with the Higher Learning Commission necessitated by the consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center. This consolidation was enacted by the University of Colorado Board of Regents on June 30, 2004, and took effect on July 1, 2004. The governance of the combined institution remains the same as before, under the statutory authority of the University of Colorado Board of Regents.

  The relationship with the Higher Learning Commission will change because the consolidation requires one Statement of Affiliation Status and one Organizational Profile for UCDHSC, combining the information from the two original institutions. The requested versions of these consolidated statements are included in Chapter VI of this report. Each of the original institutions was an accredited member of the Higher Learning Commission of the North Central Association with no outstanding progress reports required. The change that is being requested, therefore, is that the Commission view UCDHSC as one accredited institution with no progress reports required.

- **State the expected outcomes of this proposed change**
  **(for example, enrollment growth, enhanced services, financial growth).**

  The expected outcomes of the consolidation are stated in the vision statement developed for the new institution. As stated in the foreword, the consolidated UCDHSC will:

  1. **Become the premier urban research university with nationally ranked programs of teaching, clinical care and community service throughout Colorado.**
     In order to accomplish this vision, UCDHSC will continuously assess and adapt programs to meet regional and national needs. Faculty evaluation and reward systems, currently in place, will evolve over time to align with the organizational goals of the consolidated institution. Some examples of specific initiatives that may be undertaken to realize this vision include completing the development and implementation of a comprehensive assessment
system for the consolidated university; the exploration of expanding faculty opportunities to participate in entrepreneurial salary structures for all faculty; engagement of primary units in the re-examination and alignment of current reappointment, tenure and promotion criteria with the university vision; the exploration of a university-wide set of faculty titles modeled after the clinical/professor of the practice series; and the development of baseline assessments and data gathering infrastructure to monitor progress in these areas.

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

This vision statement may be realized through several goals, including the increased recruitment and retention of diverse faculty, staff and students; increased infusion of diversity content and cultural competency outcomes throughout curricula; and increased research activity in programs related to diverse communities. Specific actions may include an increase in the scale of K-12 and community college pipeline programs designed to grow a strong and balanced portfolio of high-achieving, first generation, low-socio-economic and racially diverse students; the long-term consolidation of diversity initiatives across all campuses; increased need- and merit-based financial aid programs; and the development of baseline assessments and data gathering infrastructure to monitor progress in these areas.

3. Offer new interdisciplinary programs of education and research in the life sciences, professional programs and liberal arts.

Goals for realizing this vision include an increase in interdisciplinary curricula and degree programs within and across campuses; an increase in interdisciplinary research programs within and across campuses; expansion of already successful curricular partnerships among Business, Engineering, Education and the Liberal Arts; the development of pipelines into health careers from the Downtown Denver Campus; and leveraging teaching opportunities for Ph.D. students at all campuses. Specific actions may include the development of a comprehensive Research Day program; exploration of guaranteed admissions programs; development of jointly listed courses and academic programs; development of preparatory programs for college teaching available to graduate students on all campuses; 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.

To realize this vision, UCDHSC will aim to grow its technology transfer activity, including work with the Fitzsimons Redevelopment Authority to develop a world-class bioscience research park; maintain, diversify and seek to grow its externally funded research; maximize opportunities for statewide, domestic out-of-state, and international entrepreneurial education to supplement existing programs; leverage learning technology and ubiquitous online opportunities to expand educational outreach; and grow private philanthropy beyond its current annual giving level of over $45 million. In order to assess progress, UCDHSC will develop baseline assessments and data gathering infrastructure to monitor progress in these areas.
5. Develop regional business and community partnerships that stimulate new programs and an improved economy.

Goals for this vision include increased engagement of business and community leadership in the life of the university beyond the already extensive list of partnerships (available for review in the Resource Room); a growth in official public-private partnership programs and strategic alliances with key community sectors and business clusters; and an overall increased return-on-investment for the citizens of Colorado. UCDHSC will develop baseline assessments and data gathering infrastructure to monitor progress in these areas.

Achievement of all of these outcomes will be an evolutionary process. The roles and missions of the two campuses will be combined into a role and mission statement that reflects the combination of the previous and distinct missions into a single, comprehensive mission. The physical locations, breadth of educational offerings and enrollment objectives of the combined entity remain essentially the same, but will evolve as a part of the institution’s ongoing academic interaction and planning processes.

Leadership and administrative structures have already begun to change. James H. Shore, M.D., who has been the Chancellor of the University of Colorado Health Sciences Center since 1998 and the Interim Chancellor of the University of Colorado at Denver during the 2003-04 academic year, was named as single Chancellor of the consolidated entity as of July 1, 2004. The Administration and Finance Divisions of the two campuses began the process of consolidation during the summer and fall of 2004. Organizational charts showing the former and current organization of the Chancellor’s office and the areas of Administration and Finance are contained in the Appendix.

Project the impact of this proposed change on the organization’s current mission, the numbers and types of students to be served, and the breadth of educational offerings.

The creation of the new university is the consolidation or uniting of two institutions within the University of Colorado System. Because this change is a consolidation, the immediate impact on mission, numbers and types of students served, and breadth of offers will be additive with the expectation that over time, new programs will be developed and opportunities identified and pursued.

The current mission statements reflect the main purposes of the institution, and this will not change. As stated in the previous section, the missions of the two campuses will be combined into a single mission statement. The new mission statement representing the consolidated institution will include the key components of the mission statements for each institution that were in place prior to the consolidation.

According to state statute, the legislative mission statements are as follows:

**University of Colorado Health Sciences Center:** The Health Sciences Center campus of the University of Colorado shall offer specialized baccalaureate, first-professional, master’s, and doctoral degree programs in health-related disciplines and professions. It shall be affiliated with the University of Colorado Hospital and other health care facilities that offer settings for education, clinical practice, and basic and applied research. It shall have exclusive authority in medicine, dentistry, pharmacy, and physical therapy.
**University of Colorado at Denver:** The Denver campus of the University of Colorado shall be an urban comprehensive undergraduate and graduate research university with selective admission standards. The Denver campus shall offer baccalaureate, master’s and a limited number of doctoral degree programs, emphasizing those that serve the needs of the Denver metropolitan area. The Denver campus has statewide authority to offer graduate programs in public administration and exclusive authority in architecture and planning.

In addition to the mission statements in state statute, each institution has developed more detailed, specific statements.

**UNIVERSITY OF COLORADO HEALTH SCIENCES CENTER**

The mission statement of the University of Colorado Health Sciences Center (UCHSC) reflects the main purposes of the institution:
- The education of health professionals
- The delivery of both health care and community service
- The advancement of knowledge through research in the health sciences

The mission statement for the campus is as follows:
- UCHSC offers programs and role models for the undergraduate, graduate and postgraduate education and training of professional health practitioners. The programs reflect a balanced integration of the basic and clinical sciences, individual and community health problems, curative and preventive health practices, and individual and team efforts. The UCHSC develops and maintains educational and training or continuing education of practicing health professionals in the state through educational programs.

- UCHSC directly provides health care to patients at University of Colorado Hospital Authority, the Children’s Diagnostic Center, and the Dental Clinic, as well as at several campus affiliates. University of Colorado Hospital Authority has a responsibility to provide health care to many Colorado residents who are financially unable to secure such hospital care elsewhere. The health care services are comprehensive, ranging from first contact (primary) care to highly specialized (tertiary and quaternary) care. The health care services also serve as a foundation for teaching and research activities.

- UCHSC advances health knowledge through basic and applied research, functioning as the major health-related research base in the state. UCHSC maintains high standards regarding human subjects throughout its research activities and ensures that any protocols used are intended to benefit both the individual and humanity.

- UCHSC is an integral part of the University of Colorado’s multi-campus educational system. It is also a major technical and professional resource for other institutions in the Rocky Mountain region dealing with health issues. The UCHSC communicates with many constituencies, including the administration, faculty, and staff at other campuses and schools, alumni, professional and civic groups, foundations, and governmental representatives and agencies, and the public.
UCHSC supports its educational, health care, research, and external affairs programs through support services aimed at achieving coordinated development, efficient and effective resource management, timely and appropriate informational exchanges, and programmatic accountability. It also supports its programs by maintaining a safe, secure, and pleasant environment for its patients and personnel, while upholding all aspects of diversity as a necessary condition to achieving the institution’s stated objectives and mission.

UNIVERSITY OF COLORADO AT DENVER

Vision Statement: CU-Denver will be one of the nation’s top 10 public urban research universities. It shall strive to build a culture of excellence, work as a university without walls, grow diversity, increase its resources and use them wisely, and build an integrated infrastructure among all CU campuses. (CU-2010 Vision Statement, President Elizabeth Hoffman)

Community Cultural Principles:
- Trust and Mutual Good Faith
- Transparency and Open Communication
- Empowerment and Engagement
- Inclusion and Diversity
- Quality Service and Responsiveness
- Collegiality, Cordiality and Community

Goals:
- Grow educational, research and outreach collaborations with the Health Sciences Center.
- Increase nationally recognized research and creative productivity.
- Improve faculty recruitment and retention.
- Build infrastructure to support faculty, staff and student diversity initiatives.
- Stabilize, focus and grow CU-Denver’s resource base in a sustainable way.
- Distinguish the unique role, mission and programs at CU-Denver as an urban research university while maintaining CU-Denver’s commitment to its partnership with Metropolitan State College of Denver and Community College of Denver.
- Leverage and integrate the research and service capabilities of faculty, staff and students to address regional needs.
- Increase the communication and visibility of CU-Denver in Colorado and beyond.

In terms of the projected impacts of the consolidation on the numbers and types of students to be served and the breadth of educational offerings, it is expected that each campus will continue to offer the programs it currently offers. At the same time, each campus will continually assess the size and mix of programs and respond accordingly in order to balance the missions of access and excellence. Each campus has developed plans for growth in certain areas, and these plans will be implemented over the next few years. For example, the Downtown Denver Campus is planning to actively recruit non-resident undergraduate students, implement new programs for first-year students, provide on-campus housing for students, and possibly offer a new honors program by fall 2006. At the Health Sciences Center campuses, in addition to the current complement of educational offerings, new programs are being assessed for future delivery. For example, the development of a Master of Science in Clinical Science is being considered in response to the “NIH Roadmap.” As the Health Sciences programs migrate to the Fitzsimons campus, each school is planning changes in enrollment because new space will be available to accommodate expansion.
Identify from this list the Commission's policy/policies relevant to this change:

- CHANGES IN MISSION OR STRUCTURE (Policy I.C.2.a.): When reviewing the points in this section, Point #3 is relevant. It states “An institution merges with a regionally accredited or affiliated institution; Commission staff may give approval upon receipt and evaluation of documentation that the institution or new entity continues to meet Commission requirements and criteria, but will schedule an on-site evaluation to be conducted within a year.” It is important to point out that for UCDHSC, two accredited institutions (University of Colorado at Denver) and UCHSC (University of Colorado Health Sciences Center) have consolidated, under the leadership of a single chancellor, rather than merged. The word “merge” usually refers to one entity being absorbed by another entity. In the case of UCDHSC, the word “consolidate” is used to signify a uniting of the two entities.

- CHANGES IN EDUCATIONAL OFFERINGS (Policy 1.C.2.b.) is not applicable.

- CHANGES IN EDUCATIONAL SITES (Policy 1.C.2.c.) is not applicable.

- CHANGES IN RELATIONSHIP WITH THE COMMISSION (Policy 1.C.2.d.): Points 1, 2 and 4 from within this section are relevant to the consolidation of the University of Colorado at Denver with the University of Colorado Health Sciences Center into the University of Colorado at Denver and Health Sciences Center. Those points state Commission approval is required to: 1) change the stipulations within the current affiliation status; 2) change the date of comprehensive visits beyond the cycle established by policy; and 4) transfer accreditation to a new entity. The University of Colorado at Denver and Health Sciences Center has requested that the Statements of Affiliation Status for the University of Colorado at Denver and the University of Colorado Health Sciences Center be combined into a single Statement of Affiliation Status for the University of Colorado at Denver and Health Sciences Center and that the Commission approve the date 2010–11 for the next comprehensive visit for the consolidated institution. The Statement of Affiliation Status and Organizational Profile for the University of Colorado at Denver and Health Sciences Center is included in Chapter VI. This new Statement and Profile reflect the attributes of the consolidated institution.

What factors led the organization to undertake the proposed change?

Describe the relationship between the proposed change and ongoing planning.

Beginning in 2001, University of Colorado President Elizabeth Hoffman’s “Vision 2010” challenged all campuses in 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. The President convened a Consolidation Study Committee in September 2002 to examine the desirability of a consolidation of the 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 issued a report, “Consolidation Study of the University of Colorado at Denver, Health Sciences & Fitzsimons Campuses (June 2003),” to the Board of Regents in June 2003 (see Appendix). 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. The 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 Elizabeth 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 into a single academic entity.

Describe the needs analysis related to this proposed change.

In September 2003, James H. Shore, M.D., Chancellor of the University of Colorado Health Sciences Center and Interim Chancellor of the University of Colorado at Denver, was charged by President Hoffman with leading a Consolidation Feasibility Study during the 2003-04 academic year. This Feasibility Study naturally followed from the results of the Desirability Study conducted during the 2002–03 academic year (and described in the previous section).

Throughout the year, more than 125 university and community representatives served on various committees: a Steering Committee; three Study Groups (Administration and Finance; Academic and Student Affairs; and Research); and 11 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” (see Appendix), 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 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 consultants concluded that the proposed consolidation was desirable and feasible for the University of Colorado. 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 report, “University of Colorado Consolidation Feasibility Study: Independent Report by PricewaterhouseCoopers (June 2004)” is in the Appendix. As can be seen at the end of the Executive Summary (pp. 6-9), the PwC consultants developed eight conclusions about 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.

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 described in the previous section, more than 125 participants served as members of one or more consolidation Steering Committee, Study Groups, and Study Teams during the Feasibility Study (2003-04 academic year). The complete list of participants is in the document “Report from the Steering Committee for the Feasibility Study (April 2004),” in the Appendix. In addition to the 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.

During the Desirability Study (2002-03 academic year), the committee (comprising 22 university and community representatives) heard testimony from many leaders throughout the University of Colorado System and conducted open forums. The list of committee members and interviewees is in the “Consolidation Study of the University of Colorado at Denver, Health Sciences & Fitzsimons Campuses (June 2003),” in the Appendix.

As can be seen by reviewing the materials in the Desirability Study Report, the Feasibility Study Report, and the PwC Independent Report, the participants in the consolidation studies during the two-year period represented the following constituency groups:
In addition to all of the meetings and forums that took place as part of the two studies (Desirability Study and Feasibility Study), other means of communication were established to ensure that all constituencies could keep abreast of developments. These included a consolidation web site (http://www.cu.edu/consolidation/index.html), periodic reports to the Board of Regents, and regular e-mail campus communications from the Chancellor.

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

- **Identify the internal approvals required, and provide documentation confirming these actions.**

  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. The Board of Regents Resolution (July 1, 2004) to implement the consolidation is in the Appendix.

  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 University of Colorado 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.

- **Identify the external approvals required, and provide documentation confirming these actions.**

  No constitutional, statutory, legal, or other external approvals were required. As stated in the preceding section, the authority resided with the University of Colorado 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, and a copy is in the Appendix.
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 1997-98 and University of Colorado at Denver in 2000-01). The consolidated University of Colorado at 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 accepted by the Commission.

### Identify challenges directly related to the proposed change.

As part of the due diligence of the Feasibility Study, the Steering Committee identified issues that would need to be addressed should consolidation move forward. Though the Steering Committee identified no insurmountable obstacles to consolidation, it was aware that there would be challenges. These items were included in the Executive Summary of the 2004 Feasibility Study Report. Rather than viewing these items as challenges, they set a plan of action for the next year and beyond. Below are highlights from that list:

- **Setting the Official Date for Consolidation**: What impact does the establishment of the official date for consolidation have on the 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.
- **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 continue. Further, quality of existing services must be maintained.
- **Rights, Services and Requirements of Faculty and Staff**: Topics impacted by consolidation include retention rights for classified staff, background checks for faculty and staff, tenure for library staff, definitions of diversity and HIPPA requirements.
- **Fiscal Constraints**: The availability of resources, understanding of resource needs and deployment of personnel are topics to consider as the consolidation moves forward.
- **Financial and Budgeting Processes**: Each campus had developed systems that met their needs. Budgeting and the distribution policies for indirect costs will be issues to study further.
- **Geographic Separation**: The physical and cultural distance between the campuses could hinder collaboration.
- **The Idea of Consolidation Itself**: Issues related to topics such as the need for consolidation, the timing of consolidation, the principles of consolidation, the impact of consolidation on the CU System were highlighted.

Other challenges have included:

1. The notification of all cognizant state and federal agencies, members of the business and education communities, and the foundation and donor community about the consolidation and the identification of primary contacts for each;
2. The design and implementation of organizational changes in an evolutionary fashion while maintaining the ongoing work of operating a large public university across three campuses;
3. Communicating with the university community on consolidation.
Describe how the organization has addressed the challenge(s).

The Chancellor convened and charged the Vice Chancellors, University Counsel and others from the three campuses to begin work on the issues and challenges noted above. This work is ongoing and is expected to continue as the institution evolves. This included the identification of and communication with all relevant agencies, individuals and organizations during June 2004. As a result of this work, 182 organizations and agencies were contacted, and all have accepted the institution as a consolidated entity. Documentation of all communication with the agencies, individuals and organizations is on file in the Office of University Counsel. Two planning retreats, held in June and August 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 the extensive redesign of the Administration and Finance areas of the consolidated institution.

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

The faculty, staff and administration of the combined institution will seek to leverage the existing resources of each campus; 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 for K-12 and 12-16 students, with particular emphasis on first-generation, traditionally under-represented and economically disadvantaged students.

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 measures and benchmarks will be developed for the consolidated university, data will be gathered 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. These collaborations are listed in the Appendix. As the implementation of consolidation will be designed to be an evolutionary process, rather than a revolutionary one, these collaborations will be fostered and grown over time to strengthen the combined institution’s programmatic infrastructure.
Describe the administrative structure (accountability process, leadership roles) necessary to support the proposed change.

The consolidation of the University of Colorado at Denver and University of Colorado Health Sciences Center has had minimal impact on the administrative structure of the University of Colorado System. The system now comprises three universities instead of four. The University of Colorado Board of Regents continues to approve the direction of the University of Colorado System provided by the President.

Each of the three universities is led by a Chancellor who reports to the President. Organizational charts contained in the Appendix show that the Chancellor is the Chief Executive Officer of the new university. James H. Shore, M.D., was named Chancellor for the consolidated institution concurrent with the consolidation decision by the university's Board of Regents.

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

For example, using the Feasibility Study as a guide, the Administration and Finance Divisions were selected as the initial units for consolidation. All units in Administration and Finance have now begun operating as consolidated units across all three campuses of UCDHSC. Co-location of these units has already begun with the primary goal of improving service offerings and efficiency. Next steps in the evolutionary process of consolidation will be in the areas of Research Administration, and Academic and Student Affairs.

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. Student support will continue as it has historically, and leaders are cognizant that the support must be maintained at least at current levels. In fact, this was one of the principles of the “Report from the Steering Committee for the Feasibility Study (April 2004)” of “Do No Harm,” and one of the guidelines was that “the consolidation will be in the best interests of the faculty, students and staff at the University of Colorado.” To comply with both the principle and guideline, it is essential that all the students of University of Colorado at Denver and Health Sciences Center have services that are the same as or better than prior to the consolidation.

The administrative structure has changed for the 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 to the future, it is envisioned that Health Sciences Campuses students could access the learning support activities, or cultural events, at the Downtown Denver Campus. Downtown Denver Campus students could attend Grand Round 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 documents 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 tuition revenue of the combined entity is approximately $90 million per year. A significant strength of the new university is the diversity of the tuition revenue streams with undergraduate, graduate and professional programs. The Downtown Denver Campus plans to further diversify its tuition revenue by growing the undergraduate enrollment and gradually recruiting more out-of-state undergraduate students. The creation of a new School of Public Health and the expansion of the health professional programs at the Fitzsimons campus will enhance graduate tuition revenues. As State of Colorado support of public higher education has diminished in recent years, tuition revenue has become increasingly important for the provision of high-quality programs. Fortunately, the tuition rates at the new university remain highly competitive both locally and nationally.

b. State Appropriations — This source of revenue for the combined entity, approximately $78 million, has decreased by 35% or $27.5 million since fiscal year 2001-02. The limitations on the growth in State of Colorado’s constitutional tax and governmental growth has led to disproportionate cuts ($200 million) to higher education in times of economic downturn, of which the CU System accounted for $75 million of this amount. Both the legislature and the governor are seriously exploring ways in which to address this quandary. In addition, the university is committing itself to developing alternate revenues.

c. Facilities and Administration Cost Recovery — This source of revenue has grown significantly in the last decade and continues to be a major source of funding to support the research enterprise. Revenue from this source is in excess of $60 million per year.

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 the research enterprise. The historic growth of the health sciences research is anticipated to continue consistent with federal NIH funding trends.

e. Gifts and Endowment — The 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. The CU System is now planning for the next campaign, and endowments will be a major theme. Gifts for programs will be a continuing emphasis of the future campaign and are likely to be paired with private/public partnerships. While the Health Sciences Center tends to cultivate grateful patients and those interested in improvements in human health, the Downtown Denver Campus provides access to business leaders and individuals who are influential in the state and across the nation. This will be a powerful combination as the combined university consolidates its fund-raising enterprise.
f. Faculty Practice — The School of Medicine professional practice plan is among the strongest in the nation. This $190 million centralized plan invests 10 percent of its clinical collections in the school’s research and educational programs. Faculty practices are also now in place for the remaining Health Sciences Center schools and are being examined for consideration by other programs in the combined university.

g. Affiliates — The key affiliates include 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.

2. Expenditures

a. Human Resources — The single most important asset of a university is its faculty. Competitive compensation is one of many elements that contribute to the recruitment and retention of productive members of the faculty. The compensation of the faculty remains a high priority and innovative compensation options are now in place in the highly competitive fields of medicine, pharmacy, and dentistry. The new university will implement additional plans if they prove useful for other disciplines. 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 close to 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. With these happenings, the Downtown Denver Campus is well-positioned for its future.

The health sciences programs will conclude their transition to the Fitzsimons campus by late 2008. Such a move of an entire campus and the co-location of health sciences affiliates is 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 facilities owned by the Downtown Denver Campus is adequate. Its main campus has not received sufficient funding from the state to maintain the facilities for which it is responsible, and will pay particular attention to controlled and deferred maintenance of its buildings.

c. Interest and Debt Capacity — The CU System manages debt capacity within conservative limitations. The recent borrowings for capital assets were completed at extremely 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. In addition, numerous external agencies conduct periodic review for regulatory and compliance purposes. The UCDHSC has a system for follow-up of findings and recommendations.
Specify the timeline used to implement the proposed change.

The consolidation was approved by the 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, while those that have more complex and duplicative activities will consolidate on a much 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 in the process of consolidation and should be completely consolidated by the time of the focused visit. The Chancellor’s Office has partially consolidated, and will continue that process through the remainder of this year. Future areas for consolidation, using multiple timetables depending on the unit, are Research Administration and Academic and Student Affairs. Facets of these units could consolidate within the short-term range of 24 months, while other facets may not consolidate for five or even ten years, or may never consolidate.

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.

- The University of Colorado Board of Regents will review both consolidation plans and outcomes as part of its annual fiscal, strategic, and academic campus review processes.
- The Colorado Commission on Higher Education will monitor the quality, diversity, and effectiveness of the institution as it relates to the state’s higher education priorities and goals.
- Other ongoing review processes, including disciplinary accreditation and systematic academic and administrative program reviews, will incorporate the evaluation of consolidation-related changes as part of these review processes.

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 to improve student learning. Goals and measures provide meaningful data on the academic achievement of students. Schools and programs use the data in a constructive fashion to improve campus academic programs.

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

- At the Downtown Denver Campus, assessment of student learning outcomes has been increased and enhanced considerably since the 2001 site visit by the Commission. As detailed in the progress report submitted to the Commission in March 2004 (a copy of which is in the Resource Room), steps were taken to ensure a coherent and comprehensive
program of assessment. 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 for Outcomes Assessment position; 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.

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 being developed to extend this electronic system to the Downtown Denver Campus.

The faculty in the School of Medicine is revising the Medical Doctor curriculum. As part of the revision efforts, goals have been developed for systematic and ongoing assessment of student learning outcomes.
Chapter V
A Look to the Future

University of Colorado at Denver
and Health Sciences Center
A Premier University

Overview

The University of Colorado at Denver and Health Sciences Center (UCDHSC) is using the word “premier” to capture its vision for the future. To realize that vision, the university recognizes that there are important themes to consider. These themes will be addressed in the ongoing planning and implementation of the consolidation.

The separate parts of UCDHSC have been successful in the past. To achieve the vision of a premier institution and become something greater than a sum of its parts, UCDHSC must be both nimble and thoughtful in the rapidly changing higher education environment in Colorado. The themes identified in this focused visit report have emerged in the planning and implementation of the consolidation. They have been discussed with the university leadership. Attention to these themes and others that may emerge will contribute to UCDHSC’s ability to achieve its vision of a premier university.

Themes for the Future

- Building and nurturing human capital. Recruiting and retaining excellent, diverse, entrepreneurial, and engaged faculty, staff and students is paramount for the long-term success of the consolidated university. Recruiting and retaining a strong and experienced leadership team is important for the stability of the consolidation and the sustainability of its inaugural vision. Examples of UCDHSC’s recent accomplishments and future human resource needs are indicated below:

- Accomplishments
  - Continued progress on bringing faculty and staff compensation and benefit packages to at or above the median for peer institutions.
  - Implementation of an incentive-based faculty compensation plan in Health Sciences Center schools and colleges.
  - Creation of the Center for Faculty Development on the Downtown Denver Campus.
  - Development and implementation of diversity recruitment and retention strategies on all UCDHSC campuses.
  - Reorganization of Student Affairs units at the Downtown Denver Campus to focus on student recruitment and student success.
Future Needs
- Secure the next Chancellor and stabilize the leadership team for the next phase of development of the consolidated university.
- Leverage the consolidation for the recruitment and retention of top-quality faculty for all UCDHSC campuses.
- Extend incentive-based faculty compensation models to all UCDHSC campuses.
- Develop more sustainable systems for faculty start-up and retention packages.
- Diversify and grow the numbers of students, faculty and staff.

Evolving programs toward greater access, excellence and engagement. The mix, focus and integration of programs of teaching, research, service and clinical care will continue to evolve over time to advance the university’s vision and meet changing state and national needs. Examples of UCDHSC’s recent accomplishments and future needs in program evolution are indicated below:

Accomplishments
- The launch of the AdvanceColorado Center at the Downtown Denver Campus, an economic development partnership with the Colorado Economic Development Commission.
- Faculty on both campuses account for more than 1,500 research grants and 300 clinical trials advancing research discoveries in critical areas like diabetes, cancer, immunology, childhood diseases and many others.
- The expansion of the Center for Global Health and the Center for Computational Biology to include joint curricula and programming across all UCDHSC campuses.
- The Colorado Area Health Education Center (AHEC) System operates 106 public health training sites, delivering more than 210 continuing professional education courses to more than 1,100 providers throughout the state.

Future Needs
- Explore the viability of a multi-university partnership to create a School of Public Health housed at UCDHSC.
- Pursue seamless pipelines for students to move from high school to undergraduate school to health careers, with particular attention to under-represented student populations.
- Bridge basic research discovery in the health sciences to clinical applications to realize the fullest societal benefits.
- Develop integrated and accelerated undergraduate, graduate and professional programs.

The need for appropriate facilities. The facilities of UCDHSC provide the physical location for faculty, students and staff to learn, create knowledge and provide service — in other words, to fulfill its mission. Despite the facility additions and remodeling in past years, assuring sufficient facilities will remain an ongoing area of emphasis. Examples of UCDHSC’s recent accomplishments and future needs in facilities are indicated below:
Accomplishments
- Fitzsimons development includes the completion of Research Complex (RC1), the remodeling of numerous facilities, infrastructure installation, and construction of the Barbara Davis Center for Childhood Diabetes and the Lazzara Center for Oral Facial Health.
- The remodeling of the Tivoli Student Center and building of the King Performing Arts Center on the Downtown Denver Campus.
- Purchasing buildings for the Downtown Denver Campus in the city, beyond the traditional boundaries of its main campus.

Future Needs
- Develop student housing at the Downtown Denver Campus.
- Complete the transition from the Ninth and Colorado site to Fitzsimons.
- Develop a facilities master plan for the Downtown Denver Campus.

Securing necessary financial resources. The financial stability of UCDHSC, like any other institution, is a constant concern. In the past, UCDHSC has had remarkable success in garnering the resources necessary to support and further its mission. In spite of historic reductions in state support, the university has continued to thrive. However, UCDHSC recognizes that financial challenges may continue, and the institution must develop strategies to assure its long-term viability and success as a premier university. The consolidation has achieved greater diversification of the institution's economic base, contributing to its long-term financial stability and sustainability.

Accomplishments
- Boasts an annual economy of $1.8 billion a year, including University of Colorado Hospital and University Physicians, Inc.
- Secured more than $300 million a year in research funding.
- Annual operating budget of more than $850 million.
- Leverages approximately $3.83 from outside research for every taxpayer dollar invested.
- Strong success in growing endowments.
- Borrowing at historically low rates for capital improvement.
- Secured external funding for high-end technology.
- Unprecedented success in garnering federal earmarked funds.

Future Needs
- Work with the University of Colorado System and the Colorado Commission on Higher Education (CCHE) on the College Opportunity Fund (COF), fee for service contract, and performance contract to provide adequate resources for UCDHSC.
- Continue the development of biotechnology and intellectual property programs to expand revenue generation and encourage public-private partnerships.
- Extend the incentive-based compensation plan for faculty to provide financial flexibility.
- Participate in the planning and implementation of the next CU Systemwide capital campaign.
Chapter VI
Conclusion and Request

Request for Endorsement of Statement of Affiliation Status and Date for Next Comprehensive Site Visit

The new University of Colorado at Denver and Health Sciences Center has prepared a Statement of Affiliation Status (SAS) and Organizational Profile (OP) that reflect the current organization and its relationship with the Higher Learning Commission of the North Central Association. The revised Statement and Profile were submitted to the Higher Learning Commission in December 2004, and the University of Colorado at Denver and Health Sciences Center requests that the Commission accept the new statements. We also request that the next comprehensive site visit for reaccreditation of the institution occur during the 2010-11 academic year.

As demonstrated in the documentation included in this report, the creation of the University of Colorado at Denver and Health Sciences Center through consolidation was a thoughtful, thorough process that presents an institution positioned for the future. The University of Colorado at Denver and Health Sciences Center has the necessary human, financial, physical and institutional resources to achieve its vision for the future. The consolidated university will build on the strengths of its parts and leverage those strengths.
Statement of Affiliation Status  
University of Colorado at Denver and Health Sciences Center

Affiliation Status:  Candidate:  0  
Accreditation:  (1970- .)

PEAQ PARTICIPANT

Nature of Organization

<table>
<thead>
<tr>
<th>Legal Status</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees Awarded</td>
<td>B, M, S, D</td>
</tr>
</tbody>
</table>

Conditions of Affiliation

<table>
<thead>
<tr>
<th>Stipulations on Affiliation Status</th>
<th>International offerings are limited to undergraduate programs in Moscow, Russia; in Beijing, China; and undergraduate courses at international sites.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of New Degree Sites</td>
<td>No prior Commission approval required for offering programs in Colorado and Wyoming.</td>
</tr>
<tr>
<td>Approval of Distance Education Degrees</td>
<td>Prior Commission approval required for new distance education degree programs.</td>
</tr>
<tr>
<td>Reports Required</td>
<td>None.</td>
</tr>
<tr>
<td>Other Visits Scheduled</td>
<td>Focused Visit: 2004-2005; A visit focused on the consolidation of the University of Colorado at Denver and the University of Colorado Health Sciences Center.</td>
</tr>
</tbody>
</table>

Summary of Commission Review

<table>
<thead>
<tr>
<th>Year of Last Comprehensive Evaluation</th>
<th>2000 – 2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year for Next Comprehensive Evaluation</td>
<td>2010 – 2011</td>
</tr>
<tr>
<td>Date of Last Action</td>
<td>08/25/2004</td>
</tr>
</tbody>
</table>
### Organizational Profile
University of Colorado at Denver and Health Sciences Center  
Campus Box 168 • P.O. Box 173364  
Denver, CO 80217-3364  

November 19, 2004

#### Enrollment Demographic (by headcount)
(last updated 8/10/04)

<table>
<thead>
<tr>
<th></th>
<th>UCD</th>
<th>HSC</th>
<th>Total UCDHSC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
<td>Full-time</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>4,875</td>
<td>4,119</td>
<td>423</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,903</td>
<td>4,849</td>
<td>233</td>
</tr>
<tr>
<td>Post-baccalaureate First Professional</td>
<td>0</td>
<td>0</td>
<td>1,060</td>
</tr>
<tr>
<td>Non-Credit headcount</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Enrollment</td>
<td>6,778</td>
<td>8,968</td>
<td>1,716</td>
</tr>
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</table>

#### Educational Programs
(last updated 8/10/04)

<table>
<thead>
<tr>
<th>Programs Leading to Undergraduate</th>
<th>UCD</th>
<th>HSC</th>
<th>Total</th>
<th>Degrees Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate</td>
<td>29</td>
<td>2</td>
<td>31</td>
<td>1,384</td>
</tr>
<tr>
<td>Bachelors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs Leading to Graduate</th>
<th>UCD</th>
<th>HSC</th>
<th>Total</th>
<th>Degrees Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td>43</td>
<td>7</td>
<td>50</td>
<td>1,617</td>
</tr>
<tr>
<td>Specialist</td>
<td>2</td>
<td>9</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>First Professional</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>262</td>
</tr>
<tr>
<td>Doctoral (see list below)</td>
<td>7</td>
<td>13</td>
<td>20</td>
<td>32</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Certificate Programs</th>
<th>UCD</th>
<th>HSC</th>
<th>Total</th>
<th>Degrees Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Associate</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Other undergraduate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post Baccalaureate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>81</td>
<td>32</td>
<td>113</td>
<td>3,049</td>
</tr>
</tbody>
</table>
### University of Colorado at Denver and Health Sciences Center

#### Downtown Denver Campus only

**Dual Enrollment** (last updated 8/10/04)

Headcount in all dual enrollment (high school) 2,064

**Off-Campus Activities** (last updated 8/11/04)

**In-State**

- **Campus**: None
- **Site**: Bard Center, Denver; Canon City, Chaparral, Western Slope, Grand Junction
- **Course**: 127

**Out-of-State**

- **Campus**: None
- **Site**: None
- **Course**: None

**Out-of-U.S.**

- **Campus**: Beijing, China; Moscow, Russia
- **Site**: None
- **Course**: None

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### University of Colorado at Denver and Health Sciences Center

#### All Campuses

**Distance Education Certificate and Degree**

- B.A. Sociology offered via Internet
- M.B.A. offered via Internet
- Master of Engineering with emphasis in GIS offered via Internet
- Master of Public Administration offered via internet
- Master of Science in Nursing offered via internet
- Pharm.D. offered via internet

**Doctoral Programs**

- Public Affairs
- Educational Leadership and Innovation
- Applied Mathematics
- Civil Engineering
- Health and Behavioral Science
- Design and Planning
- Computer Science and Information Systems
- Biochemistry
- Biophysics and Genetics
- Cell and Developmental Biology
- Microbiology & Immunology
- Neuroscience
- Toxicology
- Analytic Health Sciences
- Experimental Pathology
- Pharmacology
- Physiology
- Clinical Science
- Nursing
- Pharmaceutical Sciences
Appendix

A. Consolidation Study of the University of Colorado at Denver, Health Sciences & Fitzsimons Campuses (June 2003) — known as the Desirability Study Report

B. Report from the Steering Committee for the Feasibility Study (April 2004) — known as the Feasibility Study Report

C. University of Colorado Consolidation Feasibility Study: Independent Report by PricewaterhouseCoopers (June 2004) — known as the PwC Independent Report

D. Board of Regents Resolution for Consolidation of the University of Colorado Health Sciences Center with the University of Colorado at Denver (July 2004)

E. Organizational Charts (past and current)

F. State of Colorado House Joint Resolution #04-1005

G. Notification Letter of Consolidation and Matrix

H. Collaborations

I. GASB 34/35 Presentation of Current Funds Budget (FY 2003-04)

J. GASB 34/35 Presentation of Current Funds Budget (FY 2004-05)

K. Revised Indirect Cost Negotiation Agreement between the University of Colorado at Denver and Health Sciences Center Finance Office and the Department of Health and Human Services (October 2004)

L. University of Colorado 2003 Annual Report

M. University of Colorado Unaudited Supplement to the 2003 Annual Report

N. University of Colorado Financial and Compliance Audits for YE June 30, 2003 (Deloitte & Touche)