



MEMORANDUM

TO: Board of Regents

FROM: Vice President Kathleen Bollard
Analyst Thomas Spahr

DATE: June 25, 2012

Issue: New Program Enrollments

Brief: The charts below provide projected and actual enrollment and graduation figures for new degree programs approved by the board since 2006.

Background: The CCHE tracked information on new program enrollments, comparing them to the projections institutions had submitted in their degree proposals, until the 2008 revisions to Title 23 formally eliminated that responsibility. In fall 2009, the Chancellors and Provosts met with President Benson and system staff to discuss academic issues, including those related to new degree proposals. It was agreed that campuses would provide an annual report on new program enrollments to the board as a follow-up accountability measure. This is the third of those reports.

Issues for Consideration:

- Since the revenue projections included in Table 3 in program proposals are usually dependent on enrollment, an annual enrollment update should demonstrate whether a program is meeting its revenue goals. However, grant funding also can play a significant role in program success. If the board would like to receive that information, the Office of the Vice President for Academic Affairs will work with the provosts and senior research officers to develop a means of reporting grant revenue for new programs, where relevant.
- Many programs have met, or nearly met, enrollment projections, and some have far exceeded the projections not only for 2011, but also for full implementation. Since first-year enrollment is in many cases dependent on issues such as approval timing and marketing, programs approved in 2011 may not always meet first-year projections; however, historical records show that programs will usually catch up in the second year.
- In new degree proposals, campuses project enrollment figures over five years, but programs may not begin in the same calendar year in which they are approved. For the purposes of this document, projections apply beginning with the fall semester of the calendar year following approval. The only program that began later was the DrPH at AMC, which delayed implementation by 6 months. This still falls within CCHE guidelines, which allow two years following approval for program implementation.
- Most of the new programs that can report graduation totals are meeting or exceeding initial projections.
- Comments received from the campuses on programs below projected enrollment and/or projected graduation rates appear beginning on page 5 of this report.

University of Colorado New Programs 2005-2011/12

Source: Projections are from the original degree proposals submitted to the Board of Regents. Actual enrollment and degrees awarded are from the Campus Offices of Institutional Research.

Actual Enrollment F '11: Fall census headcounts of declared majors.

Actual Graduation ('10-'11): Degrees awarded per major during FY 2011.

Projections apply beginning with the fall semester of the calendar year following approval.

University of Colorado Boulder (8)

Year Approved	Program	Projected Enrollment for 2011	Actual Enrollment (F '11)	Projected Graduation for 2011	Actual Graduation ('10 - '11)
2006	MFA Creative Writing	36	33	12	13
2006	BS Chemical and Biological Engineering	125	237	24	53
2006	PhD Technology, Media and Society	9	12	1	1
2007	PhD Biochemistry	50	62	0	6
2010	PhD Asian Languages and Civilizations	4	1	0	0
2010	MS Information and Communication Technology for Development	10	15	0	0
2010	LLM Law	9	7	NA	NA
2010	PhD Telecommunications	3	3	NA	NA

University of Colorado Colorado Springs (10)

Year Approved	Program	Projected Enrollment for 2011	Actual Enrollment (F '11)	Projected Graduation for 2011	Actual Graduation ('10-'11)
2006	BA Criminal Justice	220	275	5	28
2006	DNP (Doctor of Nursing Practice) ¹	30	7	14	14
2006	PhD Educational Leadership ²	45	53	10	4
2006	BI (Bachelor of Innovation) Family of Degrees ³	150	131	18	8
2008	BS Biology	502	573	45	75
2008	BA Women's and Ethnic Studies ⁴	39	16	3	2
2008	MA Leadership in Education ⁵	105	43	10	30
2009	PhD Applied Sciences	6	19	0	1
2010	BA/BS Biochemistry ⁶	50	27	0	0
2011	MCJ Criminal Justice	NA	NA	NA	NA

University of Colorado Denver (10)

Year Approved	Program	Projected Enrollment for 2011	Actual Enrollment (F '11)	Projected Graduation for 2011	Actual Graduation ('10-'11)
2007	BA Criminal Justice	139	233	4	43
2007	PhD Clinical Health Psychology	20	19	0	0
2008	MS Decision Sciences ⁷	16	8	5	1
2008	MS Global Energy Management ⁸	96	59	64	53
2009	EdD Leadership for Educational Equity ⁹	60	33	0	0
2010	MS Bioengineering	8	20	0	0
2010	PhD Bioengineering	5	19	0	0
2010	MS Historic Preservation	12	18	0	0
2010	BA/BS Public Health	85	112	0	0
2011	PhD Engineering & Applied Science	NA	NA	NA	NA

Anschutz Medical Campus (4)

Year Approved	Program	Projected Enrollment for 2011	Actual Enrollment (F '11)	Projected Graduation for 2011	Actual Graduation ('10-'11)
2008	DrPH (Doctor of Public Health)	8	11	0	0
2009	MS Epidemiology ¹⁰	7	5	0	0
2010	MS Dentistry	19	53	19	16
2011	PhD Rehabilitation Science	NA	NA	NA	NA

Comments Received from the University of Colorado Colorado Springs

¹ **Doctorate of Nursing Practice:** Actual enrollment for fall 2011 for the DNP was 21. Seven students were enrolled through C1 and the remainder were out-of-state students enrolled via C2 (Extended Studies). This is a totally online program. Graduation numbers are accurate. The program received funding support for three years from HRSA from 2007-2010. Some issues for increasing enrollment in the program relate to accreditation issues about numbers of faculty required. Original projections for enrollment were based upon faculty numbers that were insufficient to meet programmatic accreditation. The DNP program has now achieved programmatic accreditation.

² **PhD in Educational Leadership:** Actual enrollment for fall 2011 exceeds what had been projected. The proposal for the program stated that “it is expected that there will be five graduates per year starting in year three of the program.” As of year three of the program, twenty students have graduated from the program which is an average of 6.7 students per year. Given the load on faculty of accepting 15 students per year in the doctoral program, the College of Education is considering lowering that to 12 students per year.

³ **Bachelor of Innovation (BI):** An enrollment of 131 is short of the projected number of 150, which is explained by the fact that many students pursuing a BI degree are pre-engineering or pre-business majors in the College of Letters, Arts, and Sciences working on meeting deficiencies before being officially accepted into the College of Engineering or the College of Business. In fall 2011, there were 77 students in these pre-majors taking courses specific to the BI. The data showed a projected graduation of 18 vs. an actual graduation of 8 in AY 10-11. While the number is accurate, it misses the first 2 BI grades that transferred into the program and doubled up on classes to graduate early in AY 09-10, thus making the total number of BI graduates by May, 2011, 10 students. In AY 11-12, there were another 18 graduates, bringing the total number of BI graduates to 28.

⁴ **BA in Women’s and Ethnic Studies:** This degree has shown growth but not at the rate that was originally projected. The projected graduate number for 2011 was only one graduate short of the projection. The number of majors (enrollment), however, was 16 rather than the 39 that was projected. We are pleased that the program has come very close to meeting their graduation targets even with a smaller number of majors. Students who enter the program are clearly making good progress and staying with the program. The program has also shown excellent growth in total student credit hour production with a 40% growth from Fall 2009 to Fall 2011 which is greater than the campus overall. We currently have 20 students taking academic minors in the program. The number of majors being less than projected may be connected with trying to build a new program and hire new faculty. The new faculty takes a little time to adjust to teaching at UCCS and to get known by our students. We also tried hiring an external program director that lasted for one year. This disruption in the leadership of the program interfered with recruiting efforts.

⁵ **MA Leadership in Education:** The MA Proposal projected 30 students annually. As of summer 2012, there are 30 students. The projections were based on cohorts of students who would be supported by school districts. However, as districts cope with decreasing budgets from state and federal sources, they have been unable to support these cohorts of students for

Leadership MAs. The department anticipates a new Leadership cohort on the western slope for fall 2012, and is in the process of negotiating with several school districts for cohort groups in 2013. The MA proposal projected 15 graduates per year; the program has experienced an average of 19 graduates per year.

⁶ **BA/BS in Biochemistry**: The data presented for enrollments is for fall 2011. The program was approved by the Regents in the summer of 2010 and so the program was only available to students beginning in fall 2010 and with very little promotion prior to that time. The inability to promote the program earlier set us slightly behind on our enrollment projections. The fall 2011 data correctly shows 27 majors instead of the projected 50. As of May 16, however, we are up to 48 majors and so we are rapidly closing the gap between actual and projected enrollment. The graduation rate projection was correct.

Comments Received from the University of Colorado Denver

⁷ **MS Decision Sciences**: We are conducting a review this year of the MS Decision Sciences Program. Indeed, we are concerned that it has not met the enrollment targets placed for it. Based on that review, we may well recommend the discontinuation of the program. It will not result in any reduction of faculty. The current faculty will staff and serve the necessary support courses of operations management and statistics as required classes in the undergraduate and MBA degrees.

⁸ **MS in Global Energy Management**: GEM started out on a favorable note and enrollments were good. However, the 4th, 5th, and 6th cohorts suffered from the economic downturn and the failure of support from businesses to sponsor the individual students. This is reflected in the numbers where we forecasted 32 in each cohort and were only able to average around 19 in each cohort.

On the positive side, we have revamped our marketing efforts and have taken advantage of the social media opportunities to promote the program. We have also looked at options for offering an MBA version of the program. Our marketing efforts appear to be working. The most recent cohort came in at 28 new first year students, which was above break-even, and our next cohort appears to have the potential for 40 or more beginning students.

⁹ **EdD in Leadership for Educational Equity**: Overall the economy adversely affected enrollment in this program. We hope to recover in the next year and the application numbers are looking up. We have been collecting information from students who did not matriculate. The primary reason that students who are admitted did not enroll in the program is financial. A second reason students backed away was that they simply decided that the time commitment was not a good match for their current life. We have continued to collect data from students and observe what was happening nationally through the Carnegie Project on the Education Doctorate (CPED) and are planning to revise the curriculum and capstone project to bring our degree in line with the national average of 54 credits. This will not only reduce the overall cost of the program but the coursework will also be reworked in a manner that students will be taking no more than 2 courses per semester. We are also increasing the concentration areas to align with our PhD concentration areas, with some overlap in courses, so this will also increase the options available to students. Faculty are also writing grants that would provide tuition support to students.

¹⁰ **MS in Epidemiology**: The MS in Epidemiology will have 7 enrolled students in Fall 2012. The numbers of applications have increased each year from 7 the first year to 15 this year. In Fall 2011, admissions offers were made to 5 qualified students for Fall; one accepted at Michigan and one decided to enroll in the MPH program. Both the MS and PhD programs have planned (in conjunction with the Biostatistics Program) to implement 1-2 widely advertised informational sessions per year.