

# Chapter 11

## INFORMATION AND DOCUMENTATION TO SUPPORT A REQUEST FOR INSTITUTIONAL CHANGE

### 1. What is the change being proposed?

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

The change at CCA's Lowry campus includes increased numbers of instructional programs and course offerings, more complete student and community college instructional support services and a residence hall. CCA now administers all community college instructional programs at Lowry (formerly the HEAT Center) with the exception of the health sciences, which are the responsibility of the Community College of Denver (CCD). The headquarters of the Colorado Community College System are also located at Lowry.

The change comes within the following context: In 1997, upon unanimous recommendation of the NCA consultant evaluator team, the Higher Learning Commission changed CCA's Statement of Affiliation Status for new-degree sites to, "No prior Commission approval required for offering degree programs in Aurora and eastern Denver." Likewise, upon the team's recommendation, the commission added, "Aurora/Denver (Heat Center)" as a full-service degree site to the College's statement of scope and activities. (*Resource Room document 11.1*)

#### **State the expected outcomes of this proposed change (e.g., enrollment growth, enhanced services, financial growth).**

The change at Lowry provides the College with additional classroom space and improved facilities, including new science and computer labs. Several programs, including film and video technology, now have expanded quarters. Upon recommendation of CCA's staff, many of the College's programs and services were relocated to a complex of three classroom buildings (Buildings 901, 903, 905) and the residence hall, giving Lowry a more "campus-like" feel. The College continues to occupy Building 859, two blocks north of the complex. (*See Chapter 4 for a full discussion of the Lowry campus facilities.*)

The added classrooms, upgraded facilities and the new residence hall will

*The change at CCA's Lowry campus includes increased numbers of instructional programs and course offerings, more complete student and community college instructional support services and a residence hall.*

promote increased enrollment (as of January 2003, Lowry enrollment had already exceeded projections). This increase in FTE, coupled with the additional funding the College receives specifically for the Lowry operations, should mean financial growth for the College.

The changes also mean enhanced services. A student services one-stop center now operates in Building 903 and its staff report directly to CCA's vice president for student services and enrollment management.

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

The change fits closely with CCA's current mission. For example, an important mission element is service to a diverse community. The College's increased presence at Lowry offers more opportunities to serve the low-income immigrant neighborhoods that lie to the north and east of the campus.

The mission also emphasizes the preparation of the workforce, both current and future. The increased program offerings at Lowry include numerous occupational programs, particularly in technology. These programs join existing Lowry-based occupational programs such as early childhood education, criminal justice and public service. The recent changes also reduce the distance between the College's science facilities—now almost all at Lowry—and the University of Colorado Health Sciences Center and the Colorado Bioscience Park at the former Fitzsimons Army Medical Center. The Lowry campus is also close to the College's Small Business Development Center on Colfax Avenue in north Aurora. The College's Workplace Solutions Center occupies new offices in Building 903.

**Identify the Commission's policy relevant to this change.**

The "Change in educational sites policy" (I.C.2.c.) pertains, in part, to this change.

**2. What factors led the institution to undertake the proposed change?**

**Describe the relationship between the proposed change and ongoing institutional planning.**

The change fits closely with a number of CCA's strategic goals, including those relating to student satisfaction and success, improved access and service throughout the service area, increased enrollment of underserved groups, and strengthening partnerships with P-12 education, business, higher education and community organizations. The changes at Lowry were an important consideration in the institutional planning process in which these strategic goals were developed.

*The College's increased presence at Lowry offers more opportunities to serve the low-income immigrant neighborhoods that lie to the north and east of the campus.*

As CCA implemented the change in 2001, the College developed a set of strategic initiatives for 2001-02 specifically for the Lowry campus. Moreover, the instructional unit developed an academic plan for Lowry. To follow up on these efforts and to integrate Lowry planning with the College's overall planning, the president convened a discussion and planning session at Lowry in January 2002. In the fall of 2002, Paulien & Associates, a Denver consulting firm, prepared a facilities master plan for Lowry. (*Resource Room document 11.2*)

**Describe the needs analysis related to this proposed change.**

CCA has had operations at the Lowry site throughout the College's history, even when the Lowry site was still an active Air Force Base (see the 1997 evaluation team report, Page 19). Most recently, many of these operations were carried out through the structure of the HEAT Center, as described in the 1997 consultant evaluator team report. Thus, the change in 2001 was not a new endeavor for the College. Rather, the change came as the Colorado Community College System identified and acted upon the low student enrollment at the HEAT Center. System officials saw the need to reduce the number of higher education institutions offering classes at Lowry. (The 1997 team report also noted the lack of students, Page 8). As part of its vision for the post-HEAT Lowry, the System offered CCA an expanded role at Lowry and the College agreed, recognizing the site's potential for helping to fulfill the College mission and goals. (*Resource Room document 11.3*)

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

The Colorado Community College System suggested the change. Therefore, the College's constituencies were more involved in implementation of the change than in its development. However, the College president, the cabinet, and the College Advisory Council played a role in the development. Once the College received the go-ahead for Lowry expansion, faculty, staff and the College Advisory Council helped make decisions about particular program locations and the use of space. For example, each CCA instructional division reviewed its offerings at Lowry and recommended new and expanded programs. Many faculty and staff members also worked very hard during the summer and into the fall of 2001 to implement the expansion.



### **3. What necessary approvals have been obtained to implement the proposed change?**

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

The College Cabinet approved the proposed change in the spring of 2001. (*Resource Room document 11.4*)

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

Because the Colorado Community College System already administered the HEAT Center at Lowry, the change required no approval outside the System. The System approved the change in the summer of 2001. (*Resource Room documents 11.5*)

### **4. What impact might the proposed change have on challenges identified by the Commission as part of or subsequent to the last comprehensive visit?**

**Identify any challenges directly related to the proposed change.**

The 1993 consultant evaluator team report indicated a concern (Page 57) that “Utilization of space in the new [CentreTech] campus facilities has been maximized.”

The 1997 consultant evaluator team referred to residence halls at the HEAT Center and suggested one method (athletic teams) to fill those halls.

**Describe how the institution has addressed the challenge(s).**

The College’s expanded presence at Lowry and the related move of information technology programs and science laboratories to Lowry means that there is now space for expansion at CentreTech.

In the fall of 2001, CCA opened a residence hall at Lowry in an existing building. Through extensive marketing efforts, the College more than doubled the number of residents from the 2001-02 to the 2002-03 school year.



## **5. What are the institution's plans to implement and sustain the proposed change?**

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

The College has a full complement of faculty, staff and administrators at Lowry. The dean of computers, mathematics and business is assigned half-time to Lowry. His division has three information technology technicians, two administrative assistants, a webmaster and 9.5 regular faculty positions at the Lowry campus. The dean of public service, science and workforce development is also the associate vice president for Lowry. His division has four directors, 10 professional staff members and eight regular faculty members at Lowry. Humanities, fine arts and social sciences has faculty and staff at Lowry in its film and video technology program. Student services has staff assigned to the one-stop center and to the residence hall.

Faculty members have been actively involved in accomplishing the Lowry expansion. Science faculty, for example, coordinated the relocation of science laboratories to Building 903. Faculty members in many departments have worked to design new or revised programs and course offerings to take advantage of the expanded facilities. Faculty members are also heavily involved in assessment. A Lowry-based faculty member, for example, chairs the College's assessment committee.

**Describe the administrative structure (e.g., accountability processes, leadership roles) necessary to support this proposed change.**

The associate vice president for the Lowry campus heads CCA's administrative structure at Lowry. He also serves as the dean of public service, science and workforce development. The associate vice president reports to the president (in the absence of a vice president for instruction). Three building liaisons, who report to the associate vice president, are responsible for facilities issues and for instructional support.

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

The College is developing learning resources for the expanded presence at Lowry and provides student services through the one-stop center. *(Further discussion of these resources and services is in Chapter 4.)*

The College has opened a fitness center at Lowry and has plans to open an education resource center for the early childhood education program in Building 859.

*Faculty members have been actively involved in accomplishing the Lowry expansion.*

**Provide financial data/information that documents the institution's capacity to implement and sustain the proposed change (e.g., projected budgets, recent audit reports, revenue streams, cost of facilities and projected facility and equipment costs).**

The College occupies the Lowry campus without major financial obligation. The Colorado Community College System (CCCS) pays for major facility costs at Lowry, including maintenance, custodial services, grounds upkeep, utilities and some minor remodeling.

CCCS provided CCA with a one-time allocation of \$250,000 in FY 2002 for costs associated with the transition from the HEAT Center to the expanded CCA operations at Lowry. The College used these monies for equipping classrooms and retooling door locks and for similar expenses.

CCCS provides CCA with a \$400,000 allocation each year for student services at Lowry. The System also provides CCA with \$100,000 annually to operate the residence hall at Lowry.

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

The change occurred in July 2001. Since that time, the College has overseen the upgrade of facilities at Lowry and the movement of programs from CentreTech to Lowry. The College continues to identify programs at both Lowry and CentreTech for possible changes and to review structures as enrollment changes.

## **6. What are the institution's strategies to evaluate the proposed change?**

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

The College uses the same effectiveness measures it uses for evaluating the overall institution, including enrollment data and the results from various surveys of students, faculty and staff.

**Describe how the assessment of student learning is integrated into the institution's assessment program.**

The College's plan for assessing student learning applies to the Lowry campus and the programs at Lowry, just as it does to all the College's programs.

