The Library is also a selective Federal depository, a depository for Colorado State documents, and an affiliate data center for the United States Census documents.

The Technology Center that focuses on the use of technology in the classroom. The library has a collection of over 930,000 volumes.

The Kraemer Family Library: Denver sites, with faculty teaching on both campuses. The National Association of Schools of Public Affairs and Administration.

Established in 1972, the Graduate School of Public Affairs provides graduate level, professional training for managers in the public and private sectors. The School offers a Master of Public Administration and provides the coursework for a Master of Criminal Justice.

Letters, Arts, and Sciences accounted for 62.1% of the student credit hours taught in the fall of 1998.

The College of Letters, Arts, and Sciences provides breadth of instruction for all students of the CU-Colorado Springs campus. The College awards Bachelor of Arts degrees in Anthropology, Biology, Chemistry, Communication, Distributed Studies, Economics, English, Fine Arts, Geography and Environmental Studies, History, Mathematics, Philosophy, Political Science, Psychology, Sociology, and Spanish. The Bachelor of Science degree in mathematics and Chemical Physics. The Bachelor of Science degree in Mathematics and Chemistry.

School of Education offers initial teacher licensure, principal and administrator licensure and graduate programs. A Master of Science is available in Applied Mathematics, Computer Science, Electrical Engineering, and Mechanical Engineering. The Master of Engineering degree with several options is available in Electrical Engineering. Certificate programs exist in several areas. The B.S. in Computer Science is accredited by the.

The mission statement of the College of Engineering and Applied Science, developed with the regional technical community, commits the College to "prepare students for successful careers in engineering and applied science by equipping them with the knowledge and skills necessary for leadership in a global society".

The College of Business serves the needs of the Pikes Peak Region and Southern Colorado for competent and enterprising managers, for continuing education of those already in business, and for researchers. The College offers a B.B.A. in Business Administration and a Master's in Business Administration.

The College of Letters, Arts, and Sciences is committed to "provide a broad-based education for the students of the University of Colorado at Colorado Springs".

The College of Education offers initial teacher licensure, principal and administrator licensure and graduate programs. A Master of Science in Education, a Doctorate of Education, and a Doctorate of Education.

The mission of the College of Education is to prepare students for leadership roles in education through the provision of high-quality educational programs for students who wish to become educators.

The vision of the College of Education is to be a leader in the preparation of educators who are committed to lifelong learning and professional growth.
Academic Planning and Goals

The 1997 University Plan provides an assessment of the campus at the end of the last academic planning period. The strengths of the campus as reported then can be summarized as follows:

- The Student Success Center provides a "one stop" location on campus for meeting students' needs. Services include new-student orientation, academic workshops, career development, re-entry women's programs, health insurance, off-campus housing, problem resolution, and student life information. Academic advising is now available on a 7-day per week, 24-hour per day basis through e-mail and web-based service.
- The 1990-1995 Academic Master Plan contained an ambitious plan for the growth and development of CU-Colorado Springs. It proposed the addition of residence facilities, the move from NAIA athletics to NCAA Division II, and the addition of 6 coordinated Ph.D. programs, 14 Masters degrees, and 25 new classes. More than 1,300 students will benefit from the new classroom facilities.

3. Academic Planning and Goals

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- A new Ph.D. degree in Exercise Science was approved in December of 1998. The new degree program will allow well-prepared undergraduate students to pursue advanced study in exercise science.
- The Graduate School of Public Affairs offers a Master of Public Administration (MPA) degree.
- The School of Education offers a Bachelor of Science in Special Education and a Master of Arts in Education.
- The College of Business offers a Bachelor of Science in Business Administration and a Master of Business Administration.
- The College of Engineering and Applied Science offers Bachelor of Science and Master of Science degrees in Mechanical Engineering, Electrical Engineering, and Computer Science.
- The College of Nursing and Health Science offers a Bachelor of Science in Nursing and a Master of Science in Nursing.
- The College of Business Administration offers a Bachelor of Business Administration and a Master of Business Administration.

Other Academic Programs:

- The Small Business Development Corporation and the Colorado Institute for Technology Transfer and Integration collaborate with the University to offer credit for some of their programs. Both of these are affiliated with CU-Colorado Springs and link with the greater community to provide education, training, and services.
- The intercollegiate athletic program seeks to carry out its primary mission of providing student-athletes the opportunity to compete in a physically safe, academically sound, and ethically competitive environment. CU-Colorado Springs sponsors 10 varsity levels that compete at the NCAA Division II level in the Rocky Mountain Athletic Conference. Varsity sports include both men's and women's teams in basketball, cross-country, and soccer. Alumni of CU-Colorado Springs also have the opportunity to continue their athletic pursuits through the Club and Intramural Programs.
- Making the power of technology accessible to students has been a high priority for CU-Colorado Springs. The Computing Services Center, located in the Housing Village, contains over 50 networked workstations.
- The College of Nursing and Health Science offers programs in Nursing and Special Education.
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Planning Assumptions

- The percentage of students 18 to 20 years old has increased significantly. In the fall of 1993, only 16% of the student body were between 18 and 20, while that age group accounted for 26% of the student population in 1997 to fall 2003. A total headcount of between 9,000 and 10,000 is expected in the fall of 2004, up significantly from 5,801 in the fall of 1994.
- The 600 more first time students expected in the CU system in the fall of 2003. At the same time, this campus should have the largest percentage increase of graduate and professional students over the period of fall 1997 to fall 2003.
- Colorado Springs expects to continue the pattern of high growth over the next five years. According to the 1998 CU Enrollment Management Report, if growth predictions hold, CU-Colorado Springs will enroll 77% of the number of students in FY 1994-95 and FY 1997-98, CU-Colorado Springs was the only system campus registering an increase in transfer students during that period. This total growth in enrollment has been spurred by the growth in the 600 more first time students expected in the CU system in the fall of 2003.
- CCHE predicts that the number of annual high school graduates in El Paso County will grow from 4,347 in 1997 to 5,278 by 2004, an increase of 21.4%. Similarly, the impact of growth in statewide high school graduates on enrollment at the University of Colorado should be significant.

The major planning assumption driving the Academic Master Plan involves the growing demand for higher education both in the State of Colorado and the Pikes Peak region. CU-Colorado Springs is located in El Paso County, and is geographically located in the Pikes Peak region and is in close proximity to Colorado Springs, which is the most populous city in Colorado. During the creation of the 1998 Colorado Springs district plan by Y-12 Consultants (between 1991 and 1997), CCHE predicted that the number of annual high school graduates in El Paso County will grow from 4,347 in 1997 to 5,278 by 2004, an increase of 21.4%. Similarly, the impact of growth in statewide high school graduates on enrollment at the University of Colorado should be significant.

This analysis, as well as the goals and programs set forth in the University Plan, provided the groundwork for the development of the campus Total Learning Environment Goals. A broadly based Total Learning Environment Goals Implementation Team was appointed to facilitate the identification of the campus Total Learning Environment Goals. The team was comprised of students, faculty, staff, and administrators, and based on goals and associated objectives through a thorough process of campus community input, evaluation, and feedback. These seven goals and the associated objectives, provide the framework for the development of the CU-Colorado Springs campus over the period covered by the Academic Master Plan.

Total Learning Environment Goals and Objectives

- Grow responsibly in order to meet the needs of the students, the community, and the state.
  - Increase the number of students by 10,000 by 2005 in order to realize economies of scale and the enhancement of student programs and activities.
  - Increase the proportion of out of state students to 25% of the student body by 2005.
  - Increase the international student body by 15% by 2005.
  - Increase the percentage of undergraduates on campus.
  - Increase faculty, staff, facilities and operating budgets sufficiently to accommodate increases in student demand.
  - Expand distance education.

- Provide a comprehensive, personalized, educational experience that prepares students to excel personally, professionally and as citizens.
  - Develop new professional and graduate programs to meet the needs of the community and region.
  - Develop an academic strategic plan following CCHE guidelines by 1999.
  - Identify and increase support for existing, validated programs.
  - Develop new strategic plans for programs that will provide leadership in the discipline by promoting research and best practices.
  - Review and align the academic mission with the master plan, by 2003 that prepares graduates to think, read, write and speak critically, analytically and creatively, and to appreciate their responsibilities as citizens. Develop a strategic plan for the long-term planning and evaluation.
  - Provide an environment that promotes student learning and leadership to the success of each student.

- Enhance research, scholarship and creative works on the campus and in the community.
  - Strengthen the research, scholarly, and creative works culture on campus.
  - Position the campus to compete successfully, by funding from sponsored program agencies and organizations, achieving $10,000,000 in sponsored program activity by 2005.

- Use and enhance technology to improve teaching, learning, research and management.
  - Provide institutional infrastructure to support academic and administrative information technology needs.
  - Enhance the technology to management and information technology to better support the campus mission.
  - Effectively integrate technology to reduce the cost of teaching and learning, off and on campus.
  - Expand and strengthen community partnerships.
  - Identify areas of mutual interest and concerns to the University and the community and build partnerships in these areas.
  - Enhance and support current partnerships.
  - Increase financial support on a small enrollment basis.
  - Model the values of diversity on the campus climate and educational programs.

- Enhance all students to succeed in a pluralistic society.
  - Enhance that students, faculty and staff experience a safe and inclusive environment.
  - Increase recruitment and retention of underrepresented students, faculty and staff.
  - Enhance the community/human, physical, and fiscal infrastructure.
  - Enhance the University’s human, physical, and fiscal infrastructure.
  - Increase support and development capabilities for faculty and staff.
  - Develop the capacity of the academic/clinical faculty to support current and future programmatic needs.
  - Re-engineer the campus management systems.
  - Create a new campus-wide communications infrastructure.
  - Increase technology to support the efficiency of the campus environment and improve the rate of change.
  - Strategically increase faculty, staff and operating budgets to support campus growth, and to refurbish organizational needs of a growing campus.

Planning Recommendations

The major planning assumption driving the Academic Master Plan involves the growing demand for higher education both in the State of Colorado and the Pikes Peak region. CU-Colorado Springs is located in El Paso County, and is geographically located in the Pikes Peak region and is in close proximity to Colorado Springs, which is the most populous city in Colorado. During the creation of the 1998 Colorado Springs district plan by Y-12 Consultants (between 1991 and 1997), CCHE predicted that the number of annual high school graduates in El Paso County will grow from 4,347 in 1997 to 5,278 by 2004, an increase of 21.4%. Similarly, the impact of growth in statewide high school graduates on enrollment at the University of Colorado should be significant.

Because of the factors which have led to increased growth in the past, projected increases in Colorado high school graduates, and the limited ability of other CU campuses to increase in resident enrollments, CU-Colorado Springs has the potential to experience a significant increase in fiscal year 1998-99. As a result, CU-Colorado Springs is already experiencing growth in state appropriation and enrollment.

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The development of the academic program over the next five years will clearly reflect the mission of CU Colorado Springs and the TLE Goals which were identified to enhance the fulfillment of that mission. The primary categories of program consequence were identified in the introduction also are represented below:

- **Student Demand for Higher Education in the State of Colorado will increase significantly.**
- **Student Demand for Higher Education in the Pikes Peak Region will grow even faster than state demand.**
- **CU Colorado Springs will be the growth campus for the CU system.**
- **New academic programs will be designed to meet both the growth and economic and workforce demands of the Pikes Peak Region.**
- **New academic programs will be designed to provide the academic infrastructure for student body more traditional in nature.**
- **Resources for new programs will be severely limited.**
- **RIMS budget will be developed.**

4. Proposed Programs

The development of the academic program over the next five years will reflect the mission of CU Colorado Springs and the TLE Goals which were identified to enhance the fulfillment of that mission. The primary categories of program consequence were identified in the introduction also are represented below:

- **Scarcity**
- **User Constraints**
- **Building Integrated Programs on Current Strengths**
- **Educational Needs**
- **Tourism-Based Academic Enhancements**
- **Obsolescence**

Given the dynamic nature of the faculty and staff of CU Colorado Springs, it is not surprising that a request for input regarding potential new academic programs for the next five years resulted in more proposals than can be supported with the anticipated resources. The following sections will identify these program enhancements that meet the TLE Goals and are deemed central to the development of the academic program.

**Enrollment**

Lefthand, Alphio, and Sciences account for over 60% of the credit hours taught on campus, with an increase of approximately 15% in each of the past three years. Of the 20 departments or majors experiencing growth, 14 are in LAS. Areas where new faculty resources are needed are in areas such as biology, chemistry, psychology, math and pre-engineering, art, musicology, biology, and entering students. Programs with increased enrollment are currently driven by the availability of faculty, student interest, and demand. These areas do not represent new initiatives, but rather a continuation of the development of existing programs, capitalizing on the strengths that already exist.

A new arts core is being created to accommodate past and projected increased enrollments. Areas of particular strong growth include art history, music, art, and theater. Similarly, growth also appears in music and film. In many cases, the growth has focused on Contemporary Arts, which has seen the current science building, a visual art building, and a music and dance building.

The library facilities are also a concern. Currently, students use the medical library at Memorial Hospital through a contract arrangement. A campus library resource will provide a critical resource for a comprehensive educational experience.

**Facilities and Academic Support**

Beth-El over the next five-year period. Currently, Beth-El is housed in Vail Hall, one of the new facilities designed as a residence hall. This arrangement has always been seen as a temporary arrangement, so the design and construction of a new facility is a major goal for the College. Similarly, there is a need for a new library. Private resources should provide the bulk of the funding for this facility.

The College of Letters, Arts, and Sciences is committed to pursuing new academic building, perhaps with research and laboratory areas to be shared with faculty according to the Beth-El College of Nursing and Health Sciences. The mission of the current science building, which serves as a science faculty and the development and in a plan for a new science building reflects both the economic reality of the cost of maintaining a facility to science use and the College’s desire to offer a quality undergraduate and graduate science program in a growing student body.

Facilities and academic support will be major areas in the next five-year period. Currently, Beth-El is housed in Vail Hall, the new facilities designed as a residence hall. This arrangement has always been seen as a temporary arrangement, so the design and construction of a new facility is a major goal for the College. Similarly, there is a need for a new library. Private resources should provide the bulk of the funding for this facility.

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**Research**

Diversity

Growth

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New academic programs will be designed to meet both the growth and economic and workforce demands of the Pikes Peak Region.

New academic programs will be designed to provide the academic infrastructure for student body more traditional in nature.

Resources for new programs will be severely limited.

RIMS budget will be developed.

The Beth-El College of Nursing and Health Sciences joined CU-Colorado Springs on July 1, 1997. This program brought with it not only students in its nursing and health curriculum, but also students who had previously completed the general education portion of their requirements at Pikes Peak Community College. Thus Beth-El has contributed greatly to the overall growth of CU Colorado Springs. The current structure lends itself to the flexibility required to meet the needs of the students, which includes the potential for future campus use and assembling the campus use and assembling the campus use.

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Resource limitations may well require some modification of current academic offerings over the next five years. CU Colorado Springs has established one degree program over the past five years, and has effectively, successfully, and aggressively pursued program enhancements to offset program changes in the areas of College of Business, Libraries, and Continuing Education.

Undergraduate enrollments in the College of Business have increased by 22.7% over the past three years, the highest rate of any college or school. Three programs, Business Administration, Information Systems,

Cost Effectiveness

Number of Students Affected

Centrality to the Campus Mission

Given the dynamic nature of the faculty and staff of CU Colorado Springs, it is not surprising that a request for input regarding potential new academic programs for the next five years resulted in more proposals than can be supported with the anticipated resources. The following sections will identify these program enhancements that meet the TLE Goals and are deemed central to the development of the academic program.

**Resources for new programs will be severely limited.**

New academic programs will be required in the academic program over the next five years.

Resources for new programs will be severely limited.

RIMS budget will be developed.
Co-curricular Academic Enhancement

The Beth-El College of Nursing and Health Sciences continues to seek innovative ways to deliver educational services to rural areas of Colorado. In particular, funds are being sought to convert the program that allows RNs to complete a BSN to a distance format, more effectively meeting community needs and extending the program into rural regions that are underserved in terms of education and health care. This program should attract new rural students. The opportunity to provide educational resources for the large presence of the US military involved in electronic and aerospace systems will also play an important part in the development of future engineering programs. Computer science is a strong presence at CFGC and is a major employer in the Pikes Peak region. Responding to community interest, an investigation into the demand for a Master of Science in Information Systems is currently underway. Program development should take at least two years.

Local Economic Needs

Non-traditional students who may be a part of the cohort of students seeking distance education courses also play a large part in the future of the El Pomar Center. These students are frequently looking into programs that will provide leadership in the development of new strategies for using electronic media in various areas of communications. The Graduate School of Public Affairs is, by nature, interdisciplinary, with faculty from widely varying disciplines. Programs in the School are coordinated to create a flow of faculty members between the Denver and Colorado Springs campuses, allowing students to experience courses with various faculty, providing greater opportunities for students. Both on-campus and off-campus programs with other schools continue, including cooperative tracks in areas such as business, social sciences, communication, and criminal justice.

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Engineering and Applied Sciences has created numerous opportunities for students to become active in professional engineering societies. The student chapters of the Society for Women Engineers and the Institute of Electrical and Electronics Engineers have been very active in the community. Recently, chapters of the American Institute of Chemical Engineers, the American Society of Mechanical Engineers, the Society of Professional Engineers, and the National Society of Black Engineers have been initiated. These opportunities should increase as the number of students in engineering grows.

The athletic department is moving to strengthen the ties between the academic program and the athletic experience of the student athlete. With the development of a new program, "The Exemplary Student Athlete," student-athletes will be encouraged to focus on their academics, pursue excellence in their sports, display leadership and good character on and off the field, extend themselves to community service projects and remain a visible role model to community members. This approach will work in concert with the overall campus program to enhance the development of the student athlete's only in the broadest sense.

The residential nature of the campus and the growth of the student body has increased pressure on an already-attractive facility. A new Spriakane facility is needed, one that would cost at least $500,000 for basketball and volleyball, house indoor tennis courts and a track, and provide conditioning facilities for students, faculty, and staff. Discussions have been initiated to investigate the feasibility of a private partnership to fund this needed facility.

Summary of Expected Degree Proposals

<table>
<thead>
<tr>
<th>College or School</th>
<th>Program</th>
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<tbody>
<tr>
<td>School of Business</td>
<td>Information Systems BS*</td>
</tr>
<tr>
<td>College of Engineering and Applied Science</td>
<td>Computer Engineering BS MS</td>
</tr>
<tr>
<td>College of Letters, Arts, and Sciences</td>
<td>Near by BS MS*</td>
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<tr>
<td>Psychology (Neuropsychology) PhD*</td>
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<tr>
<td>College of Social Sciences</td>
<td>Sociology BS MS</td>
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<tr>
<td>School of Education</td>
<td>Elementary Leadership BEd</td>
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<tr>
<td>Graduate School of Public Affairs</td>
<td>Urban Education MS</td>
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<tr>
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</tbody>
</table>

* Degrees proposed in the 1990-1995 Academic Master Plan

This full Academic Master Plan will be reviewed each year over the next five year period to ensure that CU-Colorado Springs remains responsive to community needs and reflects changing professional standards. For example, the addition of the Beth-El College of Nursing and Health Science was not anticipated in the last academic master plan, but that merger strengthened CU-Colorado Springs' ability to fulfill its legislative mission. Additional degree programs may be developed in response to significant community need and student demand over the coming five years. Additional resources from either state or external sources may likely be required to develop these degrees.