

## CHAPTER 296

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**EDUCATION - UNIVERSITIES AND COLLEGES**

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**SENATE BILL 99-229**

BY SENATORS Teck, Andrews, and Matsunaka;  
also REPRESENTATIVE Allen.

**AN ACT**

CONCERNING THE STATEWIDE GOALS UNDER THE "HIGHER EDUCATION QUALITY ASSURANCE ACT".

*Be it enacted by the General Assembly of the State of Colorado:*

**SECTION 1.** 23-13-102, Colorado Revised Statutes, is amended to read:

**23-13-102. Legislative declaration.** The general assembly finds that, with the projected increases in student enrollment and the ~~decreasing availability of funding~~ **for** FINITE RESOURCES AVAILABLE TO STATE GOVERNMENT, INCLUDING higher education, it is crucial that the state clearly define its expectations for the statewide higher education system and that the statewide higher education system develop a mechanism for determining whether the system is meeting those expectations. The general assembly further finds that the increasing financial pressures on students and their families demand that the statewide system of higher education concentrate on improving both the quality and cost-effectiveness of higher education in the state. The general assembly also finds that, as institutions of higher education measure and communicate their achievement of the state's expectations, the general assembly will receive the information it needs to judge accurately the higher education system's level of efficiency and effectiveness and students and their families will have the information they need to choose the most appropriate and cost-effective method of obtaining higher education in the state.

**SECTION 2.** 23-13-103, Colorado Revised Statutes, is amended BY THE ADDITION OF A NEW SUBSECTION to read:

**23-13-103. Definitions.** As used in this article, unless the context otherwise requires:

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*Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act.*

(3.5) "STANDARDS" MEANS QUALITY BENCHMARKS ESTABLISHED BY THE COMMISSION, IN CONSULTATION WITH THE GOVERNING BOARDS, AGAINST WHICH ACHIEVEMENT OF THE STATEWIDE GOALS AND EXPECTATIONS ARE MEASURED. SUCH GOALS AND EXPECTATIONS SHALL BE BOTH OBJECTIVE AND MEASURABLE GOALS AND EXPECTATIONS OF FUTURE PERFORMANCE.

**SECTION 3.** 23-13-104, Colorado Revised Statutes, is amended to read:

**23-13-104. Statewide expectations and goals for higher education.** (1) It is the general assembly's intent in this section to clearly define the state's expectations for the statewide system of higher education by establishing the following specific statewide expectations and goals that each institution, in accordance with its role and mission, shall work toward achieving:

(a) ~~Provision of~~ A high quality, efficient, and expeditious undergraduate education, consistent with each institution's statutory role and mission. In achieving this goal, each institution shall demonstrate ~~but is not limited to~~, the following:

(I) Delivery of a degree PROGRAM in the number of credit hours specified in the course catalogue; except that the institution may make exceptions to accommodate students who are pursuing double majors and other students with special circumstances. ~~In delivering a degree in the requisite number of credit hours TO MEET THIS GOAL,~~ each institution shall, at a minimum:

(A) Provide frequent and convenient scheduling of required and core courses;

(B) ~~Devise procedures to~~ Ensure that no student's graduation is delayed due to lack of access to or availability of required and core courses;

(C) Schedule courses to accommodate ~~the schedules of~~ working students; ~~which course schedules may include but are not limited to offering courses in the evening and on weekends;~~ and

(D) Ensure that ~~any student~~ STUDENTS who ~~changes his or her~~ CHANGE degree ~~program loses~~ PROGRAMS LOSE only those credit hours that clearly and justifiably cannot apply in the degree program to which the student transfers;

(II) ~~Demonstration of a significant or increased emphasis on delivery of services and support to freshmen and sophomore students;~~

(III) ~~Continual enhancement and improvement or demonstration of~~ PROGRESS TO IMPROVE AND ATTAIN high STUDENT ACHIEVEMENT levels ~~of student learning outcomes~~ through curriculum review, development of new programs, solicitation and consideration of employer and student input and faculty evaluations, and increased availability of small classes and clinical learning experiences;

(IV) Implementation of ~~an~~ A STUDENT advising system that ~~is responsive to the needs of students, including;~~ INCLUDES, at a minimum: ~~assignment of each student to a faculty or staff member, or both, to whom that student can go for advice concerning both course study and scheduling of courses~~ THAT INSTITUTIONS CREATE AND MAINTAIN AN ADVISING RECORD FOR EACH STUDENT; THAT INSTITUTIONS MUST OFFER

FRESHMAN AND TRANSFER STUDENT ORIENTATION PROGRAMS; THAT ADVISORS MUST PROVIDE INFORMATION ABOUT POTENTIAL EMPLOYMENT OPPORTUNITIES RELEVANT TO DEGREE CHOICES OR PROVIDE DIRECTION AS TO WHERE SUCH INFORMATION MAY BE ACCESSED. IN ADDITION, INSTITUTIONS SHALL ASSIGN EACH STUDENT TO A FACULTY OR STAFF MEMBER, OR BOTH, FROM WHOM THAT STUDENT MAY SEEK ADVICE CONCERNING COURSE STUDY, SCHEDULING, POTENTIAL EMPLOYMENT OPPORTUNITIES RELEVANT TO DEGREE CHOICES, AND INFORMATION ABOUT INSTRUCTIONAL POLICIES, PROCEDURES, AND REQUIREMENTS.

(V) ~~Recognition~~ ATTAIN and reward of high quality or improved faculty instruction and student learning by, at a minimum:

(A) Ensuring that the faculty members in each department or college spend, in the aggregate, a specified, appropriate percentage of time teaching AND, IF SUCH FACULTY MEMBER'S WORKLOAD INCLUDES ADVISING STUDENTS, AN APPROPRIATE PERCENTAGE OF TIME ADVISING students;

(B) Basing a high proportion of each faculty member's rating and evaluation on the amount of time the faculty member spends teaching AND, IF APPLICABLE, ADVISING and the quality of the instruction provided; and

(C) Developing a system of instructional supervision and evaluation to ensure quality of instruction;

(VI) ~~Implementation of local or on-campus~~ IMPLEMENTING programs for faculty and staff development, including but not limited to training in:

(A) Advising and counseling skills; and

(B) Teaching skills and methods.

(b) ~~Provision of~~ Assistance to elementary and secondary education in achieving systemic reform and creation of appropriate linkages between elementary and secondary education and higher education. ~~In achieving~~ TO MEET this goal, each institution shall demonstrate, ~~but is not limited to~~ CONSISTENT WITH ITS ROLE AND MISSION, the following:

(I) ~~Implementation of efforts to align~~ ALIGNMENT OF higher education admission requirements with the achievement levels adopted for students in elementary and secondary education, including, at a minimum, precise articulation and effective communication of the skills and abilities that a freshman student must have to be successful at the institution;

(II) ~~Enhancement and Improvement of or demonstration of success~~ in the enrollment, retention, and graduation of economically disadvantaged students and students from traditionally underrepresented groups by, at a minimum, implementing ~~precollegiate experiences and PRE-COLLEGE programs cooperatively designed by elementary and secondary and higher education institutions to increase the~~ COORDINATED WITH AN EFFORT TO RETAIN AND GRADUATE AN INCREASING number of economically disadvantaged students and students from traditionally underrepresented groups who are qualified to enter postsecondary education;

~~(III) Combination of efforts~~ COOPERATION with secondary schools to enable students to complete programs of postsecondary education quickly and efficiently and to encourage and allow twelfth grade students to take postsecondary courses; AND

~~(IV) Implementation of standards based on the standards developed in elementary and secondary education as they relate to the requirements for admission to institutions;~~

~~(V) Improvement of or demonstration of successful existing elementary and secondary educator preparation and professional development through in-service and preservice programs, including but not limited to programs for preparation of and professional development for principals; and~~ SUCCESSFUL PREPARATION AND PROFESSIONAL DEVELOPMENT PROGRAMS FOR EDUCATORS AND PRINCIPALS.

~~(VI) Implementation of faculty-to-faculty exchanges and conferences, involving secondary and postsecondary faculty members, to assist in articulating and communicating student requirements and in nurturing cooperation between the elementary and secondary and higher education systems;~~

(c) ~~Provision of~~ Work force preparation and training PROGRAMS. ~~In achieving~~ TO ACHIEVE this goal, each institution shall, ~~demonstrate, but is not limited to, the following~~ AT A MINIMUM:

~~(I) Provision to~~ PROVIDE students ~~of~~ WITH information concerning potential employment opportunities for each major and degree ~~prior to the time that~~ AS FRESHMEN AND BEFORE students are required to declare a major;

~~(II) Preparation of~~ PREPARE graduates who possess the basic abilities and skills necessary in a variety of careers, INTEGRATING CLASSROOM AND REAL WORLD EXPERIENCES FOR STUDENTS;

~~(III) Integration of real world experiences into the educational process and facilitation of school-to-work opportunities;~~

~~(IV) Provision of~~ PROVIDE opportunities for cooperative education and internships;

~~(V) Cooperation~~ COOPERATE with employers to assess their level of satisfaction with the preparation of graduates; and

~~(VI) Responsiveness to Colorado businesses through development of~~ DEVELOP work force training programs and research needed for economic development WITH COLORADO BUSINESSES.

(d) ~~Use of~~ Technology INTEGRATION to lower the institution's capital and administrative costs and improve the quality and delivery of education AND PROVIDE EFFECTIVE STEWARDSHIP OF EXISTING ASSETS, RECOGNIZING THAT ALL TECHNOLOGY CHANGES MAY NOT RESULT IN LOWER COSTS IN THE ACADEMIC ARENA. ~~In achieving~~ TO MEET this goal, each institution shall: ~~demonstrate, but is not limited to, achievement of the following:~~

(I) ~~Integration of~~ INTEGRATE technology into the educational process in ways that

TO reduce the institution's cost per unit of education;

~~(II) Integration of INTEGRATE technology into the educational process in ways that demonstrably~~ TO improve the marketability of graduates in the workplace;

~~(III) Improvement in or demonstration of a high degree of IMPROVE student access and continuing education through increased use of distance learning; technologies;~~

~~(IV) Improvement in or demonstration of a high degree of IMPROVE learning productivity, through the use of technology.~~

(e) ~~Provision of services with a high level of INCREASED operational productivity and effectiveness IN PROVIDING SERVICES TO STUDENTS. In achieving TO MEET this goal, each institution shall: demonstrate, but is not limited to, the following:~~

~~(I) Establishment of positive trends SHOW IMPROVEMENT IN STUDENT ACHIEVEMENT, consistent with each institution's statutory role and mission, in student outcomes and levels of achievement; including but not limited to student retention, student transfers, graduation rates, and job placement or participation in further education by graduates;~~

~~(II) Provision of PROVIDE instruction, student services, and administrative services using an efficient and productive delivery system;~~

~~(III) Direction of DIRECT state- and tuition-funded academic research in large measure to TOWARD projects that will have a direct beneficial impact on Colorado, including benefitting the state BENEFIT COLORADO'S economy, civilization, elementary and secondary education system STUDENT LEARNING, and environment.~~

(2) In determining achievement of the statewide expectations and goals, in applying the quality indicators developed pursuant to section 23-13-105, and in allocating any moneys appropriated to reward achievement of the statewide expectations and goals, the commission and the governing boards shall ensure that the expectations for each institution are in accordance with the institution's role and mission and that application of the statewide expectations and goals and of the quality indicators do not result in an expansion or limitation of any institution's role and mission.

(3) Each state-supported institution of higher education shall achieve or make substantial and measurable progress toward achieving the statewide expectations and goals by fall semester 1999 and shall continue to operate in conformance with and work toward further achievement of the statewide expectations and goals after that date.

(4) The commission shall ensure that performance of all duties assigned to it and adoption of all policies required under this title shall be focused to the greatest possible extent on the timely, efficient, and effective achievement of the statewide expectations and goals.

(5) The commission shall annually review the statewide expectations and goals and shall recommend to the general assembly ~~any~~ APPROPRIATE changes. ~~in the statewide~~

~~expectations and goals that may be appropriate:~~

(6) The commission and each governing board shall consider the balance between instruction, research, and community service at the institution that is appropriate for the faculty members of each institution managed by the governing board.

**SECTION 4.** 23-13-105, Colorado Revised Statutes, is amended to read:

**23-13-105. Quality indicator system - development - implementation - reports.** (1) (a) The commission and the governing boards shall develop a quality indicator system to measure the overall performance of the statewide system of higher education and each governing board's and each institution's performance in achieving the statewide expectations and goals AS SET FORTH IN SECTION 23-13-104. At a minimum, the quality indicator system shall measure achievement in the following areas:

(I) Institutional performance IN ACHIEVING THE GOALS FOR IMPROVED FACULTY AND ADMINISTRATIVE EFFICIENCY AND PRODUCTIVITY AND STUDENT PERFORMANCE;

(II) Student satisfaction and success, INCLUDING ACCESS TO SERVICES AT ALL LEVELS AND THE AFFORDABILITY OF THE INSTITUTION;

(III) Employer satisfaction; ~~and~~

(IV) The level of performance of the statewide system of higher education AND PROGRESS TOWARD MEETING THE STATEWIDE GOALS AND EXPECTATIONS; AND

(V) INSTITUTIONAL PERFORMANCE IN ACHIEVING INCREASED PRODUCTIVITY AND EFFECTIVENESS IN PROVIDING SERVICES TO STUDENTS.

(b) ~~In measuring institutional performance, the commission, after consulting with the governing boards, may consider, but is not limited to, the following:~~ THE COMMISSION SHALL, IN COOPERATION WITH THE GOVERNING BOARDS, ESTABLISH STANDARDS WITHIN EACH MAJOR GOAL AREA THAT WILL ALLOW A YEAR-TO-YEAR COMPARISON OF EACH INSTITUTION'S PROGRESS TOWARD ACHIEVING THE SPECIFIC GOAL.

~~(f) The efficiency and productivity of each institution;~~

~~(H) Each institution's stewardship of the assets held by it; and~~

~~(HH) Whether the institution implements specific practices designed to enhance future institutional performance.~~

(c) ~~In measuring student satisfaction and success, the commission, after consulting with the governing boards, may consider, but is not limited to, the following:~~

~~(f) Anticipated student outcomes;~~

~~(H) The valued experiences provided by the institution;~~

~~(III) Student access to valued resources and services; and~~

~~(IV) The affordability of the institution in terms of the cost to the students.~~

~~(d) In measuring employer satisfaction, the commission, after consulting with the governing boards, may consider, but is not limited to, the following:~~

~~(I) Employers' satisfaction with the attitudes and skills of new employees;~~

~~(II) Employers' access to and satisfaction with the provision of continuing professional education opportunities by institutions; and~~

~~(III) Employers' access to and satisfaction with the provision of relevant technical assistance and applied research by institutions.~~

~~(e) In measuring the level of performance of the statewide system of higher education, the commission may consider, but is not limited to, the following:~~

~~(I) Student access to higher education;~~

~~(II) The overall affordability of higher education both to students and to the state;~~

~~(III) The educational development of the citizenry of the state; and~~

~~(IV) The institution's contributions to identified state needs and priorities.~~

~~(2) (a) On or before July 1, 1997, and on or before July 1 of each year thereafter, The commission, in cooperation with the governing boards, PERIODICALLY shall identify REVIEW AND REVISE a set of statewide quality indicators within the areas specified in subsection (1) of this section to be reported by every institution. The commission shall select the quality indicators to generate data measuring the overall performance of the statewide system of higher education with regard to the statewide expectations and goals. The commission shall annually reexamine WHEN REVIEWING AND REVISING the statewide quality indicators, and THE COMMISSION SHALL modify them THE INDICATORS as necessary to generate the necessary information for measuring the performance of the statewide system of higher education AND INDIVIDUAL INSTITUTIONS AGAINST THE STANDARDS ESTABLISHED BY THE COMMISSION FOR EACH GOAL.~~

~~(b) On or before July 1, 1997, and on or before July 1 of each year thereafter, Each governing board, with the approval of the commission, shall MAY select within the areas specified in subsection (1) of this section a set of quality indicators to be reported by each institution under the governing board's management. The governing boards shall select sets of quality indicators that are designed APPROPRIATE TO THE INSTITUTION'S ROLE AND MISSION to generate the necessary data to measure each institution's achievement of the statewide expectations and goals AS OUTLINED IN SECTION 23-13-104 (1). The governing boards shall ensure that each set of quality indicators is unique to the institution for which they are chosen, based on the institution's role and mission. For purposes of measuring systemwide performance, the commission may add indicators to any institution's set of quality indicators that are in addition to those chosen by the governing board. Each governing board shall~~

~~annually reexamine each institution's quality indicators and modify them as necessary to generate the necessary information for measuring the institution's performance.~~

(3) In developing and implementing the quality indicator system, the commission and the governing boards may contract with one or more public or private entities with experience in measuring the quality of higher education institutions.

(4) (a) In implementing the quality indicator system, the commission and the governing boards may obtain information through various methods: ~~including but not limited to:~~

(I) Requesting information from the governing boards and institutions;

(II) Developing and administering surveys of actual and potential employers and students, graduates, and their families; and

(III) Requiring the governing boards or institutions to administer and compile student, graduate, and employer surveys.

(b) The general assembly may appropriate additional moneys to the department of higher education as necessary to develop and administer surveys or other information-gathering tools pursuant to this section.

(c) Each governing board and institution shall cooperate to the fullest extent with the commission in implementing the quality indicator system, including but not limited to providing any information requested by the commission and administering and compiling student, graduate, and employer surveys.

(5) (a) On or before December 1, 1998, and on or before December 1 of each year thereafter, the commission shall provide to the persons specified in section 23-1-105 (3.7) (a), to the education committees of the house of representatives and the senate, and to each governing board a report of the data collected through the quality indicator system indicating the overall performance of the statewide system of higher education and each governing board's and institution's performance in achieving the statewide expectations and goals. The commission shall also provide copies of the report to other members of the general assembly and members of the public on request.

(b) It is the general assembly's intent that the governing boards and the institutions shall respond appropriately to the information provided in the quality indicator report and take such corrective actions as may be necessary to improve the quality of education provided by each institution.

(6) On or before January 30, 1999, and on or before January 30 of each year thereafter, the commission and the governing boards shall report to ~~a combined meeting of~~ the education committees of the house of representatives and the senate AND TO THE JOINT BUDGET COMMITTEE on the information received from the quality indicator system and the actions being taken or planned by the governing boards in response to the information.



**SECTION 5. Safety clause.** The general assembly hereby finds, determines, and declares that this act is necessary for the immediate preservation of the public peace, health, and safety.

Approved: June 2, 1999