



OFFICE OF ACADEMIC AFFAIRS

MEMORANDUM

To: Board of Regents

From: Michael Lightner, Vice President of Academic Affairs
Maureen Durkin, Director of Academic Program and Policy Analysis

Date: June 26, 2023

Subject: New Degree Program Progress Report

Brief: This New Degree Program Progress Report provides projected and actual enrollment and degree counts for degree programs implemented in the previous five years. In a few cases, programs are included that had Board of Regent approval more than five years ago but that launched within the past five years. Enrollment and degree projections included in this report are from the original degree proposals approved by the Board of Regents. Data on actual enrollment and degrees awarded were provided by the campus Institutional Research offices. Fall headcounts are based on the number of declared majors, including primary and secondary majors.

Background: Historically, the CCHE tracked information on new program enrollments, comparing them to the projections that institutions submitted in their original degree proposals; however, the 2008 revisions to Title 23 formally eliminated that responsibility. In Fall 2009, the Chancellors and Provosts met with the President and system staff to discuss academic issues, including those related to new degree proposals. It was agreed that campuses would provide reports on new program enrollments to the Board of Regents as a follow-up accountability measure.

Issues for Consideration:

- A total of 36 programs are included in this new degree progress report - two from the Anschutz Medical Campus, fifteen from CU Boulder, eleven from UCCS, and eight from CU Denver.
- Thirteen of the degree programs are on-track to meet or exceed the original projections, and an additional three programs are tracking toward meeting projections (two are within 10% of enrollment projections; one is within 20%).
- Eighteen programs are not tracking towards meeting projections. Explanations from the campuses indicate a variety of challenges. For each program not on track, the campus is working to evaluate and address the issues with solutions ranging from pausing admissions to reassess their plans, to inactivating programs in order to contemplate discontinuance, to revamping and/or increasing marketing efforts, to making other strategic updates to help boost enrollments.
- Two programs have shifted their intent. Both are MS programs; one has become a completion degree for PhD students exiting the program, and the other MS degree is being granted to students continuing to the PhD, and the department is not separately admitting students to the MS program as was originally planned.
- Revenue projections for a new degree program are largely dependent on enrollment; therefore, a comparison of actual enrollment to projected enrollment should indicate whether a program is meeting its revenue goals; however, other factors can play a role in program success. In fact, in this report, two of the programs indicated that they are revenue positive despite not meeting the original enrollment projections. For additional nuance, future new degree reports will include projected and actual enrollments broken out by resident and non-resident status.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

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- From the reporting and these narratives, it is clear that our campuses continue to take degree program performance seriously and are actively managing and evaluating program progress while identifying strategic solutions for growth.

University of Colorado Anschutz Medical Campus

Pharmaceutical Sciences, MS

CU Board of Regents Approved: November 2018

	Year 1	Year 2	Year 3	Year 4	Year 5
	2019-20	2020-21	2021-22	2022-23	2023-24
Enrollment (Fall Census)					
Projected	6	11	12	15	19
Actual	4	13	32	41	n/a
Difference from Projected	-2	2	20	26	n/a
Degrees (Fiscal Year)					
Projected	0	5	5	6	8
Actual	n/a	1	5	n/a	n/a
Difference from Projected	n/a	-4	0	n/a	n/a

Clinical Pharmacy, MS

CU Board of Regents Approved: February 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	2019-20	2020-21	2021-22	2022-23	2023-24
Enrollment (Fall Census)					
Projected	7	15	24	29	33
Actual	1	6	6	7	n/a
Difference from Projected	-6	-9	-18	-22	n/a
Degrees (Fiscal Year)					
Projected	0	0	5	7	9
Actual	n/a	n/a	2	n/a	n/a
Difference from Projected	n/a	n/a	-3	n/a	n/a

As reported in 2022, the School of Pharmacy and Pharmaceutical Sciences is changing the nature of the Clinical Pharmacy MS based on a review of enrollment, financial analyses, and perceived changes in pharmacy post-graduate educational needs. This program will not admit new students and instead will be used to recognize significant work done by students who can't complete the Doctor of Pharmacy degree but who have satisfied the requirements for a master's degree. Because of this change to the original intent, and the fact that there are no longer goals for enrollment, this program will not be included in future new degree reports.

Data is not yet available for the following new degree programs due to a planned delayed start:

- **Climate and Human Health, PhD** - launch is scheduled for Fall 2024

University of Colorado Boulder

Information Science, MS

CU Board of Regents Approved: September 2014

	Year 1	Year 2	Year 3	Year 4	Year 5
	2019-20	2020-21	2021-22	2022-23	2023-24
Enrollment (Fall Census)					
Projected	0	0	50	100	200
Actual	1	1	4	10	n/a
Difference from Projected	1	1	-46	-90	n/a
Degrees (Fiscal Year)					
Projected	0	0	0	23	45
Actual	2	3	8	n/a	n/a
Difference from Projected	2	3	8	n/a	n/a

The expected lag between first term enrollment and degree completion is two years. After the degree launch, the department chose not to admit directly into the MS but rather to use the MS as a degree along the way to a PhD. Degrees are higher than enrollment as a result. Because of this change to the original intent, and the fact that there are no longer goals for enrollment, this program will not be included in future new degree reports.

Experience Design, MFA

CU Board of Regents Approved: February 2016

	Year 1	Year 2	Year 3	Year 4	Year 5
	2018-19	2019-20	2020-21	2021-22	2022-23
Enrollment (Fall Census)					
Projected	9	9	10	10	12
Actual	7	7	0	0	0
Difference from Projected	-2	-2	-10	-10	-12
Degrees (Fiscal Year)					
Projected	0	9	0	10	n/a
Actual	0	7	0	0	n/a
Difference from Projected	0	-2	0	-10	n/a

Admissions have been paused for this program because interest has not reached projected levels. The department has begun plans to inactivate this program.

Applied Computer Science, BS (Post-Baccalaureate)

CU Board of Regents Approved: June 2017

	Year 1	Year 2	Year 3	Year 4	Year 5
	2018-19	2019-20	2020-21	2021-22	2022-23
Enrollment (Fall Census)					
Projected	150	300	300	300	600
Actual	98	122	139	168	186
Difference from Projected	-52	-178	-161	-132	-414
Degrees (Fiscal Year)					
Projected	100	250	350	350	600
Actual	6	17	30	31	n/a
Difference from Projected	-94	-233	-320	-319	n/a

The expected lag between first term enrollment and degree completion is two years. Enrollments have lagged projections but have increased more than 90% from Year 1 to Year 5 of the program. Enrollments benefited from the program's participation in the CU System ODE marketing and support; the campus is building alternative marketing and support structures given the changes to ODE. Degrees awarded have significantly lagged projections; this development seems to have followed

economic and business changes in which students want only a selected number of courses rather than an entire degree. Given the increasing focus of the state government on workforce preparation, the campus may need to redefine "success" for this program as focusing more on course or certificate completion rather than degree achievement.

Arts of the Americas, PhD

CU Board of Regents Approved: June 2017

	Year 1	Year 2	Year 3	Year 4	Year 5
	2019-20	2020-21	2021-22	2022-23	2023-24
Enrollment (Fall Census)					
Projected	2	4	6	8	8
Actual	1	2	2	2	n/a
Difference from Projected	-1	-2	-4	-6	n/a
Degrees (Fiscal Year)					
Projected	0	0	0	2	2
Actual	0	0	0	n/a	n/a
Difference from Projected	0	0	0	n/a	n/a

The expected lag between first term enrollment and degree completion is four years. The Department of Art & Art History will be undergoing program review in the next couple of years and will need to make a case for the continuance of this program in light of non-increasing enrollments so far.

Statistics and Data Science, BA

CU Board of Regents Approved: June 2017

	Year 1	Year 2	Year 3	Year 4	Year 5
	2018-19	2019-20	2020-21	2021-22	2022-23
Enrollment (Fall Census)					
Projected	25	55	80	90	100
Actual	24	66	100	126	133
Difference from Projected	-1	11	20	36	33
Degrees (Fiscal Year)					
Projected	0	5	10	20	25
Actual	0	1	5	20	n/a
Difference from Projected	0	-4	-5	0	n/a

Journalism Entrepreneurship, MA

CU Board of Regents Approved: November 2017

	Year 1	Year 2	Year 3	Year 4	Year 5
	2020-21	2021-22	2022-23	2023-24	2024-25
Enrollment (Fall Census)					
Projected	10	25	43	53	58
Actual	10	1	0	n/a	n/a
Difference from Projected	0	-24	-43	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	10	15	18
Actual	0	7	n/a	n/a	n/a
Difference from Projected	0	7	n/a	n/a	n/a

The expected lag between first term enrollment and degree completion is two years. The program met projected enrollments in Year 1 but did not recruit new students for Year 2 or 3 and currently does not expect to recruit students until the Year 5 cohort. Marketing and administration of this program has been transferred to the Division of Continuing Education, which is expected to boost enrollments for Year 5 and beyond. If recruitment is not adequate, we will inactivate the program and discuss discontinuing the degree.

Interdisciplinary Studies, BA

CU Board of Regents Approved: June 2018

	Year 1	Year 2	Year 3	Year 4	Year 5
	2019-20	2020-21	2021-22	2022-23	2023-24
Enrollment (Fall Census)					
Projected	25	48	66	79	85
Actual	3	1	2	0	n/a
Difference from Projected	-22	-47	-64	-79	n/a
Degrees (Fiscal Year)					
Projected	0	2	5	11	18
Actual	0	0	1	n/a	n/a
Difference from Projected	0	-2	-4	n/a	n/a

This program was designed to give students who had completed most of their undergraduate degree requirements a chance to complete their degrees. It was inactivated in February 2021. Instead, the Division of Continuing Education is working with departments on "Last Mile" courses for students to complete their undergraduate degrees.

Biomedical Engineering, BS

CU Board of Regents Approved: June 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	2020-21	2021-22	2022-23	2023-24	2024-25
Enrollment (Fall Census)					
Projected	90	170	240	305	305
Actual	112	157	242	n/a	n/a
Difference from Projected	22	-13	2	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	10	15	80	80
Actual	0	0	n/a	n/a	n/a
Difference from Projected	0	-10	n/a	n/a	n/a

This program met enrollment projections for Year 1. Year 2 enrollments were 13 students below projections, but Year 3 saw the program meeting projections again.

Biomedical Engineering, MS

CU Board of Regents Approved: June 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	2020-21	2021-22	2022-23	2023-24	2024-25
Enrollment (Fall Census)					
Projected	10	22	26	30	34
Actual	7	10	13	n/a	n/a
Difference from Projected	-3	-12	-13	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	10	12	14	16
Actual	1	10	n/a	n/a	n/a
Difference from Projected	1	0	n/a	n/a	n/a

This program has lagged behind enrollment projections for Years 1, 2, and 3, even though enrollment has been slowly increasing. The College of Engineering and Applied Science is considering not recruiting into this degree separately but rather using it only as a completion degree for PhD students who leave the program having completed only the requirements for the MS degree.

Biomedical Engineering, PhD

CU Board of Regents Approved: June 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	2020-21	2021-22	2022-23	2023-24	2024-25
Enrollment (Fall Census)					
Projected	8	16	24	32	40
Actual	3	16	16	n/a	n/a
Difference from Projected	-5	0	-8	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	0	0	8
Actual	0	2	n/a	n/a	n/a
Difference from Projected	0	2	n/a	n/a	n/a

The expected lag between first term enrollment and degree completion is four years. This program has lagged behind enrollment projections for Years 1 and 3, but enrollments in Year 2 were at the projected number. Enrollments in a small PhD program can vary significantly from year to year based on recruiting success in a given year.

Outdoor Recreation Economy, MS

CU Board of Regents Approved: June 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2021-22)	(2022-23)	(2023-24)	(2024-25)	(2025-26)
Enrollment (Fall Census)					
Projected	50	110	179	220	225
Actual	10	27	n/a	n/a	n/a
Difference from Projected	-40	-83	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	40	52	65
Actual	0	n/a	n/a	n/a	n/a
Difference from Projected	0	n/a	n/a	n/a	n/a

Students may enroll in stackable certificates before enrolling in this degree program; there is an expected lag in degree program enrollment. In addition, students may enroll at different intervals throughout the academic year, so the fall census data in this table is not an accurate gauge of program enrollment. Enrollments as of May 2023, totaled 45 students, a shortfall of 65 students or 59% behind projected. The program is working with Continuing Education to improve marketing and conversion of certificate-seeking students to degree-seeking students.

Data Science, MSDS - Coursera delivery

CU Board of Regents Approved: June 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2021-22)	(2022-23)	(2023-24)	(2024-25)	(2025-26)
Enrollment (Fall Census)					
Projected	249	574	965	1366	1554
Actual	85	270	n/a	n/a	n/a
Difference from Projected	-164	-304	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	7	75	112	120
Actual	3	n/a	n/a	n/a	n/a
Difference from Projected	3	n/a	n/a	n/a	n/a

This is an asynchronous online program offered through the Coursera platform. Students enroll in the program after successfully completing courses. Program enrollments thus lag course enrollments. The program is already revenue-positive in Year 2.

Data Science, MS - Residential

CU Board of Regents Approved: June 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2021-22)	(2022-23)	(2023-24)	(2024-25)	(2025-26)
Enrollment (Fall Census)					
Projected	37	76	98	117	141
Actual	55	133	n/a	n/a	n/a
Difference from Projected	18	57	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	27	38	47	55
Actual	0	n/a	n/a	n/a	n/a
Difference from Projected	0	n/a	n/a	n/a	n/a

Teacher Leadership, MA

CU Board of Regents Approved: June 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2021-22)	(2022-23)	(2023-24)	(2024-25)	(2025-26)
Enrollment (Fall Census)					
Projected	0	22	58	108	135
Actual	1	1	n/a	n/a	n/a
Difference from Projected	1	-21	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	0	13	23
Actual	1	n/a	n/a	n/a	n/a
Difference from Projected	1	n/a	n/a	n/a	n/a

The expected lag between first term enrollment and degree completion is two years. Students may enroll in stackable certificates before enrolling in the degree program; there is an expected lag in degree program enrollment. In addition, students may enroll at different intervals throughout the academic year, so the fall census data in the table is not an accurate gauge of program enrollment. Enrollments as of May 2023 totaled 13 students, a shortfall of 9 students or 41% behind projected. The program is working with Continuing Education to improve marketing and conversion of certificate-seeking students to degree-seeking students.

Corporate Communication, MA

CU Board of Regents Approved: June 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2022-23)	(2023-24)	(2024-25)	(2025-26)	(2026-27)
Enrollment (Fall Census)					
Projected	14	43	52	58	58
Actual	7	n/a	n/a	n/a	n/a
Difference from Projected	-7	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	12	48	94	114
Actual	n/a	n/a	n/a	n/a	n/a
Difference from Projected	n/a	n/a	n/a	n/a	n/a

The expected lag between first term enrollment and degree completion is two years. The launch of the program was delayed due to a delay in appointing leadership. A new director appointed for 2022-23 has been charged with increasing enrollments.

Data is not yet available for the following new degree program due to a planned delayed start:

- **Data Science, MS – Canvas Based Delivery** - launch date planned for Fall 2023

University of Colorado Colorado Springs

Human Services, BA

CU Board of Regents Approved: February 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2019-20)	(2020-21)	(2021-22)	(2022-23)	(2023-24)
Enrollment (Fall End-of-Term)					
Projected	26	69	132	189	247
Actual	28	70	100	94	n/a
Difference from Projected	2	1	-32	-95	n/a
Degrees (Fiscal Year)					
Projected	0	0	15	20	25
Actual	3	15	28	n/a	n/a
Difference from Projected	3	15	13	n/a	n/a

The BA in Human Services met the projected enrollment for the first two years of the program. Unfortunately, in recent years the projected enrollment was not met. There are several factors that may have led to the lower numbers in enrollment.

1. With COVID-19, we have seen a decrease across our campus in enrollment;
2. The BA in Social Work was launched at the same time as the BA in Human Services and these degrees attract similar types of students; Social Work is better known in the community than Human Services;
3. There is a military emphasis area in the BA, and often students from the Academy Military Training (AMT) certificate program inquire about completing a BA in Human Services; but they have shared that tuition is too high, and they would have to spend out of pocket; and
4. While we offer a range of classes online, there were several that were only in-person, and this may present a barrier to some students.

To address these factors and other potential barriers to choosing the BA in Human Services, the following strategies have been implemented:

1. The Assistant Dean, Student Resource Office, and faculty continue to develop a comprehensive recruitment and retention plan that includes more education about the field of Human Services and the possible career paths that exist. The recruiting plan is focused on:
 - o Creating a pipeline for students unable to continue in nursing and teacher preparation programs;
 - o Marketing to military-affiliated persons due to transfer friendly curriculum (offering courses at Fort Carson);
 - o Sending postcards to eligible students who are not enrolled;
 - o Sending reminders to advisors regarding the substance use and recovery certification; and
 - o Pursuing an MOU with Pikes Peak State College, which as an Associate's degree in Human Services.
2. An online pathway is being developed for students who would like to complete the upper division courses for the BA in Human Services fully online.
3. Faculty are being hired to devote time, expertise, and support to students in the BA in Human Services, especially in the emphasis areas of addictions and military. These faculty will include: a Clinical Instructor/Field Experience Director, an Instructor with experience in addictions counseling, and an Instructor with military experience.

As of January 2023, the program received accreditation from the Council for Standards in Human Service Education (CSHSE). We believe this will attract more students to the program by having a degree in a nationally accredited program. We are hopeful that the greater name recognition and efforts to highlight more established emphasis areas will attract students to the major. Also, we are developing the military emphasis by connecting with the Leadership, Research, and Foundations Department Adaptive Leadership Certificate program which is set to re-launch for Fall 2023.

Social Work, BSW

CU Board of Regents Approved: April 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall End-of-Term)					
Projected	35	77	100	146	175
Actual	58	123	148	n/a	n/a
Difference from Projected	23	46	48	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	5	10	20	30
Actual	0	7	n/a	n/a	n/a
Difference from Projected	0	2	n/a	n/a	n/a

Social Work, MSW

CU Board of Regents Approved: April 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall End-of-Term)					
Projected	30	68	85	98	108
Actual	30	71	87	n/a	n/a
Difference from Projected	0	3	2	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	24	32	36	47
Actual	0	22	n/a	n/a	n/a
Difference from Projected	0	-2	n/a	n/a	n/a

Digital Media, BI

CU Board of Regents Approved: September 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2019-20)	(2020-21)	(2021-22)	(2022-23)	(2023-24)
Enrollment (Fall End-of-Term)					
Projected	5	9	14	17	20
Actual	3	20	36	50	n/a
Difference from Projected	-2	11	22	33	n/a
Degrees (Fiscal Year)					
Projected	0	0	2	8	12
Actual	0	2	2	n/a	n/a
Difference from Projected	0	2	0	n/a	n/a

Note: Program was approved in September 2019 and activated in Spring 2020 with three students enrolled.

Human Physiology & Nutrition, BS

CU Board of Regents Approved: February 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall End-of-Term)					
Projected	52	96	154	210	268
Actual	56	151	157	n/a	n/a
Difference from Projected	4	55	3	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	20	32	44
Actual	0	3	n/a	n/a	n/a
Difference from Projected	0	3	n/a	n/a	n/a

Business Administration, DBA

CU Board of Regents Approved: April 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2021-22)	(2022-23)	(2023-24)	(2024-25)	(2025-26)
Enrollment (Fall End-of-Term)					
Projected	10	25	45	55	60
Actual	15	18	n/a	n/a	n/a
Difference from Projected	5	-7	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	10	15	20
Actual	0	n/a	n/a	n/a	n/a
Difference from Projected	0	n/a	n/a	n/a	n/a

The marketing for the DBA in Business Administration in 2020-21 was effective. We received good response from applicants at the time of launching the program, resulting in higher admissions than the projected target. The interest in the program and inquiries from prospective students continued through Summer and Fall 2021. The program received 95 prospective student inquiries between 04/29/21 – 09/28/21 (based on latent information provided by College of Business Admissions). During Spring 2022, we received another 24 inquiries for Fall 2022 start. From the inquiries received in late Fall 2021 and Spring 2022, a total of 22 applications were submitted with 9 admitted (2 deferred to Fall 23) and 6 denied admission. The rest included 4 cancelled applications and 3 applications with missing documents. Due to a campus admissions software transition, a lack of timely information to engage and recruit prospective applicants severely impacted applications for 2022-23, and subsequently the program missed projected enrollment admission target for the year. In addition to the application issues, there has been attrition in the program; of the original 15 admitted in the program, 11 remain.

College of Business Leadership initiated a taskforce to evaluate the DBA program to ensure the program is being marketed and managed consistently with the expectations of the program, aligned well with system, campus, and college policies associated with graduate education, and designed to use the strength of the faculty. Based on the recommendation of the taskforce and members of the DBA team, we have decided to pause enrollment for one year and are hoping to adjust the original proforma. A new program director has been appointed to work on these issues.

Computer Science, BA

CU Board of Regents Approved: April 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall End-of-Term)					
Projected	34	71	111	155	186
Actual	20	79	110	n/a	n/a
Difference from Projected	-14	8	-1	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	0	10	35
Actual	0	1	n/a	n/a	n/a
Difference from Projected	0	1	n/a	n/a	n/a

The BA in Computer Science has gotten off to a good start although some of its success can be attributed to melt in the BS in Computer Science degree. The department delayed a faculty hire until Fall 2023 and will only hire 2 of the 3 positions originally proposed. The College of Engineering believes our original projections are a good indication of the growth we will see through year 5.

Technical Communication & Information Design, BA

CU Board of Regents Approved: April 2020

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall End-of-Term)					
Projected	44	78	96	121	135
Actual	13	27	40	n/a	n/a
Difference from Projected	-31	-51	-56	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	5	12	19	22
Actual	2	6	n/a	n/a	n/a
Difference from Projected	2	1	n/a	n/a	n/a

Due to the timing of the approval of the new Technical Communication & Information Design (TCID) degree, the degree was not added to the catalog until the 2021-2022 year. Enrollments during the first years of the program were also impacted by lower UCCS enrollment during the pandemic and the impact of lower enrollments at Pikes Peak State College where we have a transfer articulation. The TCID program has taken multiple steps to remediate this, including a robust marketing campaign, a website refresh (including SEO), meetings with high schools and other interest groups to generate awareness, working with the recruitment team, and initiating curricular innovations such as an accelerated TCID + MBA degree. As a result of these efforts, the program has 15 new applicants for Fall 2023.

Inclusive Early Childhood Education, BA

CU Board of Regents Approved: February 2021

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2021-22)	(2022-23)	(2023-24)	(2024-25)	(2025-26)
Enrollment (Fall End-of-Term)					
Projected	49	83	122	153	182
Actual	40	77	n/a	n/a	n/a
Difference from Projected	-9	-6	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	12	28	33	35
Actual	0	n/a	n/a	n/a	n/a
Difference from Projected	0	n/a	n/a	n/a	n/a

This new program did not meet enrollment projections in the first two years by a small margin. The pandemic impeded our ability to market and recruit from targeted student populations. A new state-wide transfer articulation agreement has been approved for a more seamless transfer from 2-year programs to the 4-year degree program at UCCS. Our program is a 2+2 in that we rely heavily on transfer students as well. Therefore, we are hopeful that the articulation agreement will have a positive impact on enrollment.

We are also seeking approval of an early childhood education apprenticeship program from the US Department of Labor. Recognition as an apprenticeship program will increase visibility of the degree program and attract more students. Additionally, we are working to develop a comprehensive recruitment and retention plan that includes more intentional rural outreach, connection with community partners, and deeper, more intentional opportunities to connect with faculty and peers. As the word gets out about the apprenticeship, scholarships, and stipends, we are also hopeful to meet those projected numbers. Most recently, Dr. Lissanna Follari appeared on the evening news, KOAA, to discuss the Early Childhood degree programs in light of universal pre-K, and Ms. Ashley Lawless presented at the Spring 2023 PPBEA Regional Education, ECE, Teacher Cadet Pathway Advisory meeting, discussing the Inclusive Early Childhood degree options and apprenticeship. They

have state funding to support the initiative and also have applied for Colorado NOW funds. We are hopeful that the exposure to the IECE will increase the numbers.

Aerospace Engineering, BS

CU Board of Regents Approved: February 2022

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2022-2023)	(2023-2024)	(2024-2025)	(2025-2026)	(2026-2027)
Enrollment (Fall End-of-Term)					
Projected	40	70	110	145	175
Actual	33	n/a	n/a	n/a	n/a
Difference from Projected	-7	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	15	20	30
Actual	n/a	n/a	n/a	n/a	n/a
Difference from Projected	n/a	n/a	n/a	n/a	n/a

Regent approval was at the tail end of admissions cycle which did not allow for recruitment/marketing efforts to take place for this initial year. The department delayed hiring faculty until Fall '23, so there have been no additional costs associated with this program to date. The College of Engineering believes our original projections are a good indication of the growth we will see through year 5.

Music, BA

CU Board of Regents Approved: February 2022

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2022-2023)	(2023-2024)	(2024-2025)	(2025-2026)	(2026-2027)
Enrollment (Fall End-of-Term)					
Projected	5	12	15	17	20
Actual	17	n/a	n/a	n/a	n/a
Difference from Projected	12	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	3	5	10	10	15
Actual	n/a	n/a	n/a	n/a	n/a
Difference from Projected	n/a	n/a	n/a	n/a	n/a

University of Colorado Denver

Health Economics, MS/PhD

CU Board of Regents Approved: November 2017

	Year 1	Year 2	Year 3	Year 4	Year 5
	2018-19	2019-20	2020-21	2021-22	2022-23
Enrollment (Fall Census)					
Projected	7	18	23	27	31
Actual	4	10	13	11	6
Difference from Projected	-3	-8	-10	-16	-25
Degrees (Fiscal Year)					
Projected	0	5	6	6	9
Actual	1	0	2	2	n/a
Difference from Projected	1	-5	-4	-4	n/a

The MS and PhD programs in Health Economics are both currently behind their enrollment goals. There are 3 main factors that have slowed the enrollments in these programs:

1). COVID-19. The nature of these programs is that they require a significant amount of face-to-face instruction. While these programs have continued during COVID, it has been far more difficult to recruit into programs such as these, where interpersonal relationships between students and their faculty mentors play such a central role in student development. The application pool is simply thinner.

It has also been difficult to effectively engage in recruiting activities. Conferences where we have advertised formally and informally in the past (such as the American Society of Health Economists meetings were not held in person) and GREs were avoided, making ad buys for the GRE a less effective (and attractive) recruiting tool.

2). Faculty resources. This refers mainly to advising of PhD students. The program faculty (i.e. faculty with specialties in Health Economics in Economics at CU Denver and in Health Systems, Management, and Policy at the Colorado School of Public Health) each already oversee several PhD students. When students are admitted, there needs to be enough opportunities for them to find mentorship. Economics and HSMP both lost senior health economists in the past 2 years (and will be losing 2 others shortly) but have also made hires that somewhat replace these positions (some of the hires are more junior and will not be able to take on as large of a role with immediacy).

3). Student resources. PhD students are not offered compensation packages that are competitive with the market. In fact, in some cases, the MS students are not offered compensation packages that are competitive with their individual markets (i.e., this is less common but does happen). A lot of admitted students accept offers elsewhere that offer full tuition waivers and a livable stipend. It is very difficult to compete for talent; the main draws of a very high-quality faculty and a wonderful place to live only go so far.

The department has aggressively sought out alternative funding for students, trying to get them into grant funded RA positions after their initial year or two, which provide more generous funding. This has had some success, but is an uncertain process, which has turned off many promising potential students.

Other Considerations:

The MS program does not require any additional resources above the extant MA program. Due to the ability of MA students to take MS core courses as electives and vice versa, the programs co-exist without requiring additional courses to be offered.

The PhD program, despite being under projected enrollment is on net revenue generating for the university.

Computer Science, BA

CU Board of Regents Approved: April 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2019-20)	(2020-21)	(2021-22)	(2022-23)	(2023-24)
Enrollment (Fall Census)					
Projected	20	55	79	101	123
Actual	32	114	177	221	n/a
Difference from Projected	12	59	98	120	n/a
Degrees (Fiscal Year)					
Projected	0	20	25	30	38
Actual	n/a	18	45	n/a	n/a
Difference from Projected	n/a	-2	20	n/a	n/a

Construction Management, BS

CU Board of Regents Approved: November 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall Census)					
Projected	10	27	45	56	59
Actual	8	24	41	n/a	n/a
Difference from Projected	-2	-3	-4	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	5	10	17
Actual	0	1	n/a	n/a	n/a
Difference from Projected	0	1	n/a	n/a	n/a

Construction Engineering & Management, BS

CU Board of Regents Approved: November 2019

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2020-21)	(2021-22)	(2022-23)	(2023-24)	(2024-25)
Enrollment (Fall Census)					
Projected	5	15	25	33	35
Actual	2	14	17	n/a	n/a
Difference from Projected	-3	-1	-8	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	3	5	10	11
Actual	0	1	n/a	n/a	n/a
Difference from Projected	0	-2	n/a	n/a	n/a

The Construction Management (CMGT) BS and the Construction Engineering & Management (CEMT) BS were approved in 2019 and enrollment in both programs began in fall 2020. The programs are off to a strong start with enrollments close to projections.

However, enrollments are actually above projections if students that have not “formally” declared the major are considered. There are 21 students pursuing the CMGT or CEMT BS who are enrolled in the pre-Engineering program that is formally coded as Engineering Undeclared. Despite this coding, these students are enrolled and have declared CMGT or CEMT as their major. They will be formally admitted to CMGT or CEMT when they meet the requirements. About 75% of students in pre-Engineering eventually meet the requirements and are then recoded into their major.

There was one degree awarded in CMGT and one in CEMT in 2022. Now that degrees have been awarded, the programs are eligible for review for accreditation. The request to review for readiness for accreditation has been approved by ABET. As a result, the programs are going through ABET accreditation and will submit the self-study in Summer 2023.

Overall, both programs are off to a strong start. The programs hope to invest in marketing the degrees in the future which has the potential to strengthen enrollment. Furthermore, their expenses are highly leveraged as many courses are applicable to both programs.

Cybersecurity, BS

CU Board of Regents Approved: November 2021

	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)
Enrollment (Fall Census)					
Projected	20	74	115	147	170
Actual	9	n/a	n/a	n/a	n/a
Difference from Projected	-11	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	6	6	8
Actual	0	n/a	n/a	n/a	n/a
Difference from Projected	0	n/a	n/a	n/a	n/a

While we have 9 students (and 16 now in Spring 2023) we essentially delayed launch of the program to Fall 2023, so in our resourcing we are thinking of 2023-2024 as Year 1. This is due to financial challenges and budget reductions that have made it hard to invest at the pace planned. For example, we have not done any marketing and think with marketing efforts this will be an attractive program.

Our faculty, computer science department, and dean are exploring the leanest way they could fully go forward, including some curriculum redesign and are trying their best to figure out how to resource the program.

We still think the program has high potential and conversations with industry leaders supports this. Indeed, we have already had some fundraising success for scholarships for this program. We just need to figure out if the timing is right given the realities of our budget situation.

Public Policy, MPP

CU Board of Regents Approved: November 2021

	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)
Enrollment (Fall Census)					
Projected	6	12	21	25	33
Actual	11	n/a	n/a	n/a	n/a
Difference from Projected	5	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	6	6	8
Actual	n/a	n/a	n/a	n/a	n/a
Difference from Projected	n/a	n/a	n/a	n/a	n/a

Integrated Studies, BA/BS

CU Board of Regents Approved: February 2022

	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)
Enrollment (Fall Census)					
Projected	40	77	82	86	86
Actual	40	n/a	n/a	n/a	n/a
Difference from Projected	0	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	0	37	37	41
Actual	n/a	n/a	n/a	n/a	n/a
Difference from Projected	n/a	n/a	n/a	n/a	n/a

Data Science, BS

CU Board of Regents Approved: April 2022

	Year 1	Year 2	Year 3	Year 4	Year 5
	(2022-23)	(2023-24)	(2024-25)	(2025-26)	(2026-27)
Enrollment (Fall Census)					
Projected	25	62	89	123	158
Actual	1	n/a	n/a	n/a	n/a
Difference from Projected	-24	n/a	n/a	n/a	n/a
Degrees (Fiscal Year)					
Projected	0	18	14	17	27
Actual	n/a	n/a	n/a	n/a	n/a
Difference from Projected	n/a	n/a	n/a	n/a	n/a

The Data Science BS degree was approved in April 2022. According to the 2022-2023 program catalog, the degree has been launched. However, the approval date of the degree made it impossible to launch the degree on a practical level in 2022-2023 for a variety of reasons that are discussed below. An official program launch and recruiting effort will be made in the 2023-2024.

The Data Science BS is a complex degree involving numerous departments and colleges. Consequently, the infrastructure needed to run the degree were not in place when the degree was approved. There were several challenges to launching the degree in 2022-2023:

- By the time the degree was approved, the course schedule for the 2022-2023 was essentially finalized. Scheduling changes needed for the Data Science BS could not be made.
- Several courses need to be created for the degree to run. The timing of the degree approval did not give the affected departments adequate time to create the courses needed to run the degree.
- Considering the recent budget challenges and the fact that some courses need to be created for the current degree to run, an executive committee needed to be formed to implement a degree program that remains faithful to the approved degree while addressing the current budgetary constraints.
- A program director is needed to run the degree program. A search for a program director was made during the Fall 2022 semester and completed near the end of the semester. The program director started his position in early January 2023.
- The program director is currently coordinating with the relevant college deans to form an executive committee to work with stakeholders to finalize a degree program that can be launched in a more official capacity in 2023.
- Efforts to begin the advertising and recruiting process are already underway with two Data Science tutorial sessions being planned during the Spring 2023 semester that will be used to promote the Data Science BS and related courses.

We look forward to a successful launch in the Fall 2023 semester.

Data is not yet available for the following new degree programs due to a planned delayed start:

- **Entrepreneurship, MS** – launch is scheduled for Fall 2023