

A Plan to Update and Refresh Colorado Rises

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COLORADO
Colorado Commission on
Higher Education
Department of Higher Education

Statutory Authority

C.R.S. 23-1-108 Duties and powers of the commission with regard to systemwide planning:

(1) The commission, after **consultation with the governing boards of institutions** and **as a part of the master planning process**, shall have the authority to:

(a) Establish a policy-based and continuing systemwide planning, programming, and coordination process to affect the best use of available resources; and

(b) Establish such academic and vocational education planning as may be necessary to accomplish and sustain systemwide goals of high quality, access, diversity, efficiency, and accountability. Such planning shall include identification by each governing board of programs of excellence at institutions under their control and plans for enhancement and improvement for those programs.



Why Do This?

- C.R.S. 23-1-108 calls for it.
- It's best practice.
- It's a policy tool.
- It represents a statewide **Call To Action**

It enables Colorado to maintain statewide alignment and focus on students



Recent Commission Strategic Plans

Colorado Competes: A Completion Agenda for Higher Education (2012)

- **Increase Attainment:** Increase the attainment of high-quality postsecondary credentials across the academic disciplines and throughout Colorado by at least 1,000 new certificates and degrees each year to meet anticipated workforce demands by 2025.
- **Improve Student Success:** Improve student success through better outcomes in basic skills education, enhanced student support services and reduced average time to credential for all students.
- **Reduce Gaps:** Enhance access to, and through, postsecondary education to ensure that the system reflects the changing demographics of the state while reducing attainment gaps among students from underserved communities.
- **Restore Fiscal Balance:** Develop resources, through increases in state funding, that will allow public institutions of higher education to meet projected enrollment demands while promoting affordability, accessibility and efficiency.



Recent Commission Strategic Plans (cont.)

Colorado Rises: Advancing Education and Talent Development (2017)

Colorado Goal:

(Reaffirmed 2012 goal to) Increase percent of Coloradans who hold a high-quality postsecondary credential to **66 percent by 2025**.

Strategic Goals:

- **Increase credential completion**
- **Erase equity gaps**
- **Improve student success**
- **Invest in affordability and innovation**



How have we done?

Colorado goal: Attainment

- **Metric:** percent of adult population with certificate or degree
- **Progress:** 56.5 percent (2017) to 61 percent (2019)

Strategic Goals

- **Strategic Goal 1: Increase Credential Completion**
 - **Metrics:** degrees, certificates, high-demand credentials produced by public institutions annually
 - **Progress:** Credentials completed for all undergraduate students (certificates through bachelor's degrees) increased from **56,019** in 2017 to **59,232** in 2020 with a slight decrease to **57,412** in 2021.



How have we done? continued...

- **Strategic Goal 2: Erase equity gaps**

- **Metrics:** credentials and high-quality credentials earned by minority and low-income students

- **Progress:**

- Credentials completed for **Hispanic or Latinx students** increased from **9,402 in 2017 to 11,862 in 2021**.
- Credentials completed for **African American or Black students** increased from **1,942 in 2017 to 2,164** in both 2019 and 2020 yet **regressed to 2,038 in 2021**.
- Credentials completed for **American Indian, or Alaska Native students** stood at **565 in 2017** and regressed to **467 in 2021**.
- Credentials for **Pell Eligible students** was **15,005 in 2017** yet **regressed to 13,980 in 2021**.

How have we done? continued...

- **Strategic Goal 3: Improve student success**
 - **Metrics:** Persistence and retention; reduced remediation; average time and credits to degree
 - **Progress (Retention):**
 - 73.18 percent in 2017
 - 73.81 percent in 2018
 - 73.19 percent in 2019



How have we done? continued...

- **Strategic Goal 4: Invest in Affordability and Innovation**

- **Metrics:** Public investment, student debt, innovation

- **Progress:**

Average debt of students graduating with debt from Colorado public institutions:

Degree Type	All Students	2017	2018	2019	2020
Associates Degree	Total Average Loans	\$ 13,548	\$ 13,484	\$ 13,462	\$13,213
	Percent with Loans	47.0%	45.0%	42.2%	38.7%
Bachelors Degree	Total Average Loans	\$ 27,123	\$ 26,278	\$ 26,504	\$26,289
	Percent with Loans	55.0%	52.1%	51.6%	50.7%



What has changed since 2017?

- Access to new and better **data**
- Availability of new and better workforce **forecasts**
- A continuously evolving postsecondary education **landscape**
- Changing Colorado **demographics**
- **COVID-19**



Updating Colorado Rises

Proposed Approach

- Iterative process over the next 6-8 months to review and update the current strategic plan, goals and metrics to ensure their continued relevance and to incorporate new data and information.
- Bulk of hands-on work done by interim Commission committee (with staff and consultant), with updates and key discussion questions as needed at upcoming CCHE meetings.
- Engagement with and input from advisers, institutions (beginning at the February 24 trustee convening) and other stakeholders (e.g., students, business and civic leaders).
- A goal of having a near final draft for the July Commission retreat.
- Work starts today:
 - Consider Talent Pipeline report and 1330 Report
 - Commission committee established
 - All Commissioners consider guiding questions (coming)



The Approach (in words)

Feb – March

Solicit, gather and explore new information; Determine if key concepts from *Colorado Rises* remain relevant and a priority; Identify further information or data needed.

- Begin work at Commission meeting Feb 4
- Engage with trustees Feb 24 annual trustee training
- Engage with stakeholders March (various dates)

April – May

Confirm key components of Plan; consider and confirm strategic goals, identify metrics; go from outline to draft.

June – July

Solicit input on Draft 1 (whose voice is missing?); go to Draft 2. Discussion and approval at July Commission Retreat.

- Commission retreat July 28-29

August

Finalize, copy edit, prepare publication version, issue.



Initial Guiding Questions

- What does postsecondary learning need to look like in 5 / 10 / 15 years for Colorado and its citizens to be well-prepared for success in our future, global economy, and able to maintain financial and personal wellbeing and success for themselves, their families, and their communities?
- In light of your responses to Q1: are the concepts contained within the four strategic goals in the 2017 Strategic Plan still the correct concepts to lead our state's higher education system through the next five years?
- What may be drawn from the *Student Success & Workforce Revitalization Report*, the *2021 Talent Pipeline Report*, the *Affordability Roadmap* and other recent work?
- At a high level, what components in *Colorado Rises* are no longer applicable or require revision? Are there key components obviously missing?



Questions?
Comments?
Ready to Go?



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