The Future of higher Education In Colorado

Facilitated by Alison Griffin, White Board Advisors
Subject Matter Experts

Apprenticeships and Industry Connections
• Brandon McReynolds, Director of Workforce Development
• Beverly Jones, Director of Industry Partnerships

New models and challenges in Higher Education (including work/competency based credit, pathways, transfer, credentialing, open education resources and online learning)
• Kim Poast, Chief Student Success & Academic Affairs Officer
• Chris Rasmussen, Director of Academic Affairs
• Carl Einhaus, Senior Director of Student Success & Academic Affairs
• Spencer Ellis, Director of Educational Innovation

Innovations in higher education finance and cost containment
• Jason Schrock, Chief Finance Officer
• Emily Burns, Lead Finance Analyst
• Lauren Gilliland, Lead Finance Analyst

Scaling data to make decisions
• Lauren Ramsay, Chief Research Officer
• Michael Vente, Senior Director of Research and Data Governance
Topics to Explore

Work/Competency Based Education
Stackable Credentials
Apprenticeships
Non-Degree Credentials
Pathways and Transfer
Online Learning and Open Education
New models in financial aid
Scaling the use of data
Recognizing learning that occurs in a variety of settings outside of higher ed, including the workplace

Restructuring credentials (including degrees) as a collection of demonstrated competencies, rather than a collection of courses

Saving students money, giving them a head start on a credential, improving completion rates

Empowering faculty to serve as mentors and assessment experts (not just instructors)

Resistance to the immense structural and cultural change this would bring

Funding, quality assurance, human resources, etc., are all built around courses, the credit-hour, and measures of seat-time

Concern over notion/perception of "traditional educational pathways"

Next Steps: Passage of HB20-1002, securing funds for implementation, helping institutions move from course-based to competency-based structures for academic programs, helping institutions develop capacity to offer "test out" options for all courses in the undergraduate curriculum
### Stackable Credentials (Chris and Kim)

#### Opportunities

- Provide professional pathways from entry-level technical and skilled labor positions up through administrative and management roles in a particular industry.

- Short-term credentials enable rapid reskilling and re-entry into the workforce.

- Certificates within degree programs signal momentum and provide students with flexibility to enter the workforce and return to school at a later time that is convenient to them.

#### Risks

- Multiple players developing credentials that lack alignment and won't "stack" into others' pathways.

- Tracking of students into short-term vocational programs when they have the interest and ability to succeed in other programs.

- Inclusion of non-traditional pathways (CTE, industry credentials, etc.), which may not be seen by some as sufficiently "academic".

#### Next Steps: Conduct landscape analysis of institutional capacity and interest; identify and address policy and funding structures that get in the way of innovation; explore opportunities for "modularization" of degree programs.
### Apprenticeships (Brandon and Beverly)

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Risks</th>
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<tbody>
<tr>
<td>- Develop new public and private partnerships</td>
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<td>- Increase student affordability</td>
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<td>- Increased job placement</td>
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<td>- Costs to business/student</td>
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<td>- Transportability</td>
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<td>- Market volatility</td>
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**Next Steps:** Launch of the Colorado Collegiate Apprenticeship Program.
Non-Degree Credentials (Brandon and Chris)

**Opportunities**
- Provides multiple options for learning and skills to be assessed and validated
- Expands access to individuals beyond traditional higher education locations and settings
- Enables more nimble, "just-in-time" providers to meet short-term workforce needs

**Risks**
- Lack of industry recognition/acceptance
- Complex transferability; lack of articulation with credit-bearing college courses and academic degree programs
- Highly demand driven -- can require significant start-up investments with uncertain return for providers

**Next Steps**: Adopt a "common currency" for credentials and standards of quality with the National Skills Coalition; validate and promote the legitimacy of non-degree credentials in a marketplace of credentials.
Pathways and Transfer (Chris)

Opportunities:

- Clarity and transparency of degree pathways saves students time and money by ensuring that courses taken will apply to the chosen program.
- Two-year to four-year pathways provide access to lower-cost community college programs closer to home for students.
- CCHE statutory authority on statewide transfer can be further leveraged to create additional opportunities in evolving and high-demand fields.

Risks:

- Need to balance desire for multiple pathways with interest in simplicity and clarity.
- Built on existing course-based models rather than competency-based models.

Next Steps: Identify common courses to group transfer pathways into a small number of "meta majors" or "career clusters"; integrate pathways into My Colorado Journey; train academic advisors for "purpose oriented" advising and the benefits of transfer pathways.
## Online Learning and Open Education (Spencer)

<table>
<thead>
<tr>
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<td>Online</td>
<td>Online</td>
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<tr>
<td>Expanding access</td>
<td>Costs to institutions</td>
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<td>Global audience</td>
<td>Global competition</td>
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<td>Personalized education through adaptive learning</td>
<td>Digital literacy, digital divide</td>
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<td>Funding incentives (grants)</td>
<td>Privacy, security,</td>
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<td>Open Ed</td>
<td>Open Ed</td>
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<td>Containing Costs</td>
<td>Sustainability</td>
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<td>Expanding access</td>
<td>Investment in time, effort</td>
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<tr>
<td>Both</td>
<td>Both</td>
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<tr>
<td>Collaborations (K12+higher ed); augmenting with other exciting ed tech</td>
<td>Threat to legacies; lack of learner-centered approaches</td>
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Next Steps: 1) Partner with the communities and learners we aim to serve in building/designing 'solutions' 3) Continued edification of individuals to inform champions for change within the existing systems 3) Do these things as practices in every aspect/function of the system (no pigeonholing). 4) Secure Federal grant to support future collaborative approach leveraging these strategies to enhance the future of higher ed.
New models in financial aid (Jason and Emily)

**Opportunities**

- **Pell Grant Reform**
  - Better serve needs of two very different groups
    - Specific, concrete, objective advising especially for adult students (integrating workforce and education)
  - Simplify application (FAFSA)
    - FAST Act (Sen. Bennet primary sponsor)
      - One Grant/One Loan
  - Reward Institutions that successfully graduate Pell recipients
    - Incentive and resources to provide services that students need for success: Financial aid, advising services, emergency funds
- **Second Chance Pell - Obama-Era Pilot continues and shows promise**
- **Income Sharing Agreements** and other Alternative "Performance-Based" Financing
  - Ties Financing Education more Closely with Outcomes of Students; Better "Feedback Loops"
  - Reduces Downside Risks to Students
- **Emergency Aid Expansion**
- **Connecting more students to existing public benefit programs**

**Next Steps:** FAFSA completion rates in Colorado and nationally; build a coalition for Pell reform. Meet with existing income-share programs and other performance-based financing programs regarding results in practice and implementation steps.

**Risks**

- Meaningful Pell Reform requires Congressional action; some action can be taken by ED.
- Limited Institutional Resources
- Limited State Resources
- Challenges in Scaling New Alternative Education Financing Models; Questions on Whether Sufficient Protection for Students
Democratize data for the public and various partners
   - High quality data leading to smart research and bold policy

Build on data sharing between state agencies through innovative models, like the data trust powering My Colorado Journey
   - Provide all Coloradans with information that best fits their needs, interests, and journeys.

Move towards a model where secure, well-governed data sharing is the rule, not the exception

Opportunities

Concerns around sharing of information, which can stifle innovation

Disparate and divergent goals between partners agencies

Risks

Next Steps: Showcase innovative work already accomplished and currently underway, and make the case for similar data sharing practices within the entire state system
Thank You!