

TOPIC: ADOPTING STATEWIDE GOALS

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I. SUMMARY

On December 2, 2011, the Commission held a summit meeting with institutional leaders to solicit input and feedback on the four preliminary goals that the Commission had previously developed as the foundation for the 2012 Statewide Master Plan. At the January 6, 2012 CCHE meeting, Commission members considered revisions that Department staff had made to the four goals in light of comments made at the December 2 summit meeting, as well as a new draft narrative section that serves as an introduction or preamble of sorts to the goals.

Commission members suggested additional revisions and also asked staff to provide a draft fifth goal concerning the value of higher education to economic development in the state. This agenda item presents the draft preamble and four preliminary statewide goals, as revised after the January 6 meeting, and an optional fifth goal. Staff have also included example statewide metrics with each goal to assist in discussion. At this time, the metrics presented in the attached are for illustrative purposes only.

II. BACKGROUND AND ANALYSIS

The revisions found in the attached preamble and four goals respond directly to Commission member comments at the January 6, 2012 meeting; namely, stronger language in the preamble about the value of higher education; replacement of the word “degree” with “credential” throughout the document; and removing the list of traditionally underserved communities in Goal 3, which has the effect of expanding the goal to include all underserved communities. To assist the Commission in its discussion, each goal has one or more examples of possible statewide metrics. These examples are for discussion purposes only and are not intended for action by the CCHE at this time.

Optional Fifth Goal

Referencing comments made by a number of institutional representatives at the December 2, 2011 summit meeting, the Commission discussed the merits of including a fifth goal on the role of higher education in economic development. While Commissioners did not affirm that that such a goal would be appropriate, they requested that staff provide a draft goal for further consideration and discussion. In response to that request, staff drafted the following draft goal:

Goal 5: Continue to Catalyze the State’s Economy: Strengthen higher education’s impact on the state’s recovering economy by expanding research and scholarly activities,

enriching the state's human capital through expanded workforce training, and investing in programs that directly impact state and regional economies.

This draft goal seeks to reflect those activities at each type of institution that drive Colorado's economy and contribute directly to the State's or a region's economic development, namely research and human capital development.

Should the Commission determine that a fifth goal is desirable, staff recommend deferring formal action on the fifth goal until the March Commission meeting to allow time for comment from institutional representatives.

Draft Goals Below are the CCHE goals as modified or discussed during the January 6, 2012 Commission meeting and circulated among CCHE members and campus executives. Each of the first four goals includes example metrics, all of which were previously shared with the Commission at its September 2011 meeting:

Goal 1: Increase Attainment: Increase the attainment of postsecondary credentials across Colorado in order to meet anticipated workforce demands, with increased focus on programs with high market demand.

- Example metric: By 2025, XX% of the Colorado population ages 25-64 will have a college degree or certificate.

Goal 2: Improve Student Success: Improve student success through better outcomes in remedial education, enhanced student support services and reduced average time to credential for all students.

- Example metric: By 2025, the proportion of recent high school graduates requiring remediation upon entry into the postsecondary education system will be reduced by XX%
- Example metric: By 2025, XXX% of first-time full-time undergraduates will complete a degree or certificate within 150% of normal program time.

Goal 3: Diversify Enrollments and Reduce Attainment Gaps: Enhance access to postsecondary education to reflect the changing demographics of the state while closing attainment gaps among students from underserved communities.

- Example metric: By 2025, the education attainment gaps between whites and minorities ages 25-64 will be less than XX%.
- Example metric: By 2025, the education attainment gap between populations ages 25-64 in counties with the lowest educational attainment levels and those with the highest attainment levels will be reduced by XX%.

Goal 4: Restore Balance in Postsecondary Revenues and Improve Productivity:

Develop resources, from public and private sources, that will allow public institutions of higher education to successfully meet projected enrollment demands, lower resident students' relative share of college costs, and increase the ratio of credentials produced relative to state investments in higher education.

- Colorado will maintain its place nationally as the most productive state measured by credentials awarded per \$100,000 of state and local appropriations.

Goal 5: Continue to Catalyze the State's Economy: *Strengthen higher education's impact on the state's recovering economy by expanding research and scholarly activities, enriching the state's human capital through expanded workforce training, and investing in programs that directly impact state and regional economies.*

Feedback from Campus Executives Department staff shared the abovementioned goals with the chief executive officers of the state's public colleges and universities. What follows is a summary of the feedback Department staff received by these individuals.

Goal One: *It is critical for the state to reference quality along with quantity. All students should have opportunities for success in college, but not at the expense of the integrity of the academic programs.*

We must avoid the pressure of handing out credential with no value.

While meeting workforce needs is important, we should not lose sight of the fact that vocational training is not the only objective of a college education. While we hope all graduates have good jobs, many of our institutions were created to educate and enrich engaged citizens.

Goal Two: *Replace the term "remedial" with "basic skills" in this goal and throughout the document.*

Goal Three: *Expand the definition of access to include seamless articulation among and between two- and four-year institutions.*

Goal Four: *The goal of increasing the ratio of credential produced does not fit the current fiscal conditions in the state system.*

Consider replacing the word "lower" with "stabilize" when referring to student share of costs, as tuition has moved steeply and reversing this may take considerable effort and time.

Use the word “maintain” instead of “increase” when referring to productivity, as the state is very productive already.

Goal Five: *The term “workforce training” is too narrow; it seems to imply vocational training and not high skilled academic instruction.*

Consider adding “mutually beneficial public-private partnerships” to the goal.

Modified Goals Below the reader will find modified versions of the draft goals presented above. The modifications below are intended to reflect the comments received by Department staff from college and university presidents:

Goal 1: Increase Attainment: Increase the attainment of **high quality** postsecondary credentials **across the academic disciplines and throughout** Colorado in order to meet anticipated workforce demands, ~~with increased focus on programs with high market demand.~~

Goal 2: Improve Student Success: Improve student success through better outcomes in ~~remedial~~ **basic skills** education, enhanced student support services and reduced average time to credential for all students.

Goal 3: Diversify Enrollments and Reduce Attainment Gaps: Enhance access to **and through** postsecondary education to **ensure that the system reflects** the changing demographics of the state ~~while closing~~ **while reducing attainment** gaps among students from underserved communities.

Goal 4: Restore Balance in Postsecondary Revenues and Improve Productivity: Develop resources, from public and private sources, that will allow public institutions of higher education to successfully meet projected enrollment demands, ~~lower~~ **stabilize** resident students’ relative share of college costs, and ~~increase~~ **maintain the state’s position as a national leader** in the ratio of credentials produced relative to state investments in higher education.

Goal 5: Continue to Catalyze the State’s Economy: *Strengthen higher education’s impact on the state’s recovering economy by expanding research and scholarly activities, enriching the state’s human capital ~~through~~ **by expanding and developing new programs in high demand fields** ~~workforce training~~, investing in programs that directly impact state and regional economies, **and increasing public-private partnerships.***

III. STAFF RECOMMENDATION

That the Commission formally adopt the four preliminary statewide goals as the foundation for the 2012 CCHE Statewide Master Plan.

STATUTORY AUTHORITY

C.R.S. 23-1-108