

Common Functions of Governing Boards and Coordinating Boards¹ compared to CCHE²

	Consolidated Governing Board	Coordinating Board	CCHE STATUTE	CCHE In Fact
	A single statewide governing board that legally manages and controls the responsibilities for all public institutions of higher education.	A single agency other than a governing board that has the responsibility for the statewide coordination of many policy functions (e.g. planning and policy leadership, program review and approval, and budget development and resource allocation).		
Corporate Status	Govern a single corporate entity, including all the rights and responsibilities of that corporation as defined by state law and, if a system board, encompassing all institutions within a system. Individual institutions within the board's jurisdiction usually do not have separate corporate status, although governing boards may have subsidiary corporations for hospitals, foundations or other purposes.	Do <i>not</i> have corporate status independent of state government.	Does not have corporate status	Does not have corporate status
Mission	Develop the missions of the system as a whole and of the constituent campuses	Plan primarily for the <i>state postsecondary education system as a whole</i> . In most coordinating board states, this planning includes both public and private institutions, and in some states, for-profit institutions	Responsible for developing and submitting to the Governor a master plan for Colorado postsecondary education, including statewide expectations and goals. Determine role and mission within statutory guidelines	Role and mission of institutions in statute

¹ Information for Governing Boards and Coordinating Boards fromm Education Commission of the States
²Information on CCHE for discussion purposes only: Informal DHE Staff analysis; not intended for further distribution

Policy	Develop and implement policy on a wide range of institutional concerns (e.g., academic and student affairs policies) without approval of external agencies or authorities.		<p>Authority to establish (with governing boards implementing) policies on:</p> <p>Establish and enforce transfer agreements</p> <p>Prescribe academic reporting policies</p> <p>Establish tuition and fee policies</p> <p>Oversee the adoption of a statewide articulation system</p> <p>Admission Policies (minimum freshman and transfer admission standards for 4-yr institutions based on role and mission)</p> <p>Off-Campus Instruction (Approve COF eligibility for programs offered off a four year institution's campus)</p>	Considers policy presented by staff
Hiring Authority	Appoint, set the compensation for, and evaluate both system and institutional chief executives.	Appoint, set compensation for and evaluate <i>only</i> the agency executive officer and staff, but not the institutional chief executives. In several states, the governor is the final appointing authority for the agency executive, but usually with recommendations from the coordinating board.	Does not appoint Exec Director nor any institutional chief executives	Does not appoint (nor is formally consulted) on appointment of Exec Director or any institutional chief executives
Advocating	<p>Advocate for the needs of the institutions under the board's jurisdiction to the legislature and governor.</p> <p>Act as a buffer and as a liaison between political interests and institutions</p>	Focus more on <i>state and system needs and priorities</i> than on advocating the interests of a particular institution or system of institutions.		Takes position on legislation; seeks to represent system.

Strategic Planning	Strategic planning	Plan primarily for the <i>state postsecondary education system as a whole</i> . In most coordinating board states, this planning includes both public and private institutions, and in some states, for-profit institutions	Has statutory responsibility for system wide planning Includes academic planning, admission policies, transfer agreements, tuition reciprocity agreements, etc.	With current (2010) strategic planning effort, CCHE was in initial stages, when Governor expressed desire to appoint Steering Group to head the process.
Finance	Responsible for budgeting (operating and capital) and allocating resources between and among the institutions within the board's jurisdiction.	May or may not review and make recommendations on budgets for the state system as a whole rather than only for one part of that system. A few coordinating agencies recommend consolidated budgets for the whole public system. Others simply make recommendations to the governor or legislature on individual institutional or segmental budgets. Most coordinating boards have responsibility to implement budget policy only for funds appropriated specifically to the agency for operations, special initiatives or reallocation to the institutions for performance, incentives or other purposes.	RE Budgeting: Makes annual funding recommendation to the legislature for the appropriation for the state system and the allocation to the governing boards RE Financial Aid: establishes the financial aid model; sets guidelines for institutional participation; determines financial aid policies and procedures.	In recent years, CCHE developed and approved the "NCHEMS funding model" intended to more systematically and equitably allocate funding to institutions and to bring all to national peer average over 10 years. Implementation of model made impossible because of inadequate state funding. Funding recommendation now made on staff recommendation and largely to align with legislature's expectations.
Capital Construction	(included in above)	(included in above)	Develop policies for approval and approve plans for capital construction projects; institutions' master plans, and 2- and 5-years projections. Recommend Capital construction projects to CDC, which recommends to JBC	Approves policies, lists Capital subcommittee develops annual state-funded prioritization list with staff input Delegates to staff to review proposals for capital construction; capital projections; submissions to CDC and JBC
Program Approval		May or may not review or approve proposals for new academic programs and may or may not have authority to require institutions to review existing programs.	Approves new degree programs based on role & mission Approves teacher education programs	Approves new degree programs based on role & mission Approves teacher education programs

Accountability	Ensure public accountability for effective and efficient use of resources to achieve institutional missions.		Requires reporting under performance contract (see above)	
Data			<p>Collects financial aid data to inform allocation and respond to JBC</p> <p>Requires institutions to report under Performance Contracts on 5 goals:</p> <ul style="list-style-type: none"> -Performance and Success -Quality -Efficiency of Operations -Other State Needs/Teacher Ed -Other State Needs/Workforce and Economic Dev't 	<p>Delegates to staff to collect financial aid data and compile report; approves report.</p> <p>Currently (in 20100) CCHE IS reviewing performance contracts to assess individual institutional compliance with contracts, and whether contracts have been appropriate and useful tool to meet state goals.</p>
Assets	Maintain the institution's assets (human, programmatic and physical) and ensuring alignment of these assets with institutional mission.			
Refereeing authority	referee disputes and foster collaboration among campuses;		Not involved	
Common services	coordinate such common services as legal counsel, telecommunications, financial audits and institutional research		Not involved	
Academic Degrees	Award academic degrees.		Does not award degrees	
Faculty Policy	Establishing faculty and other personnel policies, including approving awarding of tenure and serving as the final point of appeal on personnel grievances.	<i>Are not</i> involved directly in setting or carrying out human resource or personnel policies, except to carry out legislative mandates for studies of issues such as faculty workload and productivity or tenure policy.	Is not involved in human resource or personnel policies at institutional level	