

Mission & Governance Subcommittee Recommendations to the Higher Education Strategic Planning Steering Group

1. The Subcommittee recommends the Steering Group adopt the following mission for Higher Education in Colorado

The mission of higher education in Colorado is to:

- *Provide access* to an internationally competitive post-secondary experience to any qualified student through a tiered system (i.e., community colleges, four-year colleges and research institutions);
- *Maximize quality*, efficiencies and affordability;
- *Meet needs* of the workforce, economy, and demographics of the state;
- *Develop responsible citizens* for a successful civic enterprise.

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2. The Subcommittee recommends the state maintain the current general structure of higher education governance, comprising a state-wide regulatory board with authority to implement broad state-wide policy for higher education. Governing boards, including elected local district junior college boards, and a state-level board for the state community college system (CCCS) should be retained.

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3. The Subcommittee recommends that the Colorado Commission on Higher Education (CCHE) have greater authority in higher education policy. The CCHE should have the responsibility and authority as set forth below:

- Articulate and advocate a vision for higher education in the state and set forth a public agenda for higher education that is responsive to the state's demographics, labor market, and economic development needs.
- Serve as the leadership body on such policy issues as ensuring access to and successful completion of higher education course work; creating an effective articulation and transfer system; supporting cost effective modes of delivery of education (e.g., online education); supporting the state's K-12 system to develop new strategies for successful transition to and completion of postsecondary education.
- Ensure access to and availability of specialized programs that fulfill statewide priorities, such as STEM (science, technology, engineering and math).
- Recognize and utilize the interaction of tuition, COF, state financial aid and performance funding, to ensure state goals are being met. Make recommendations to the legislature regarding financial allocations to institutions, including those state-

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funded institutions that do not receive COF, performance funding or capital construction.

- Compile data on postsecondary education, using common indicators and metrics, for the purposes of describing higher education in the state and ensuring accountability by the institutions to state goals.
- Negotiate performance contracts with each institution, utilizing data referenced above, that ensure institutions are contributing to meeting state goals and the state is meeting its obligations to the institutions.
- Continue to approve new degree programs to ensure their compliance with an institution's statutory role and mission.
- Coordinate with governing boards toward the goal of aligning strategic plans and state goals and priorities.
- Appoint the Executive Director of the Department of Higher education. [unapproved, to be discussed]
- For institutions no receiving funding under COF, performance contracts or fee for service, those institutions shall address specific state goals as put forth by the CCHE through annual strategic planning

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4. The Subcommittee recommends implementing a finance policy whereby a significant portion of state funding to institutions is based on each institution's performance against specific state goals set forth by the CCHE.

- The current performance contracts and fee for service policies should be modified/strengthened to ensure that agreements negotiated between the CCHE and individual institutions are relevant and that institutions and the state are held accountable for their performance. While taking a system approach, individual agreements should be negotiated by the CCHE with each institution. Agreements should serve both the traditional student (freshman entering college directly after graduating from high school) and the nontraditional student (students entering later in life and taking a less systematic path to graduation), and recognize the value of successfully transferring students from two-year to four-year institutions. State goals should reflect the need for:
 - o increased enrollment and degree attainment of traditionally underrepresented students;
 - o increased degree and individual course completion;
 - o maintaining high quality graduate education and a first-rate research system.

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5. The **Sub**committee recommends Colorado adopt a market-based approach to realigning the system of colleges and universities to better meet the current and future demands of the student population. This approach must include a system of performance measures for both the institutions and the state. A substantial portion General Fund dollars should be allocated to **create incentives for** the system of higher education to serve more students at the **least expensive, less** highly selective level.

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