Higher Education in Colorado: A Public Imperative

I. INTRODUCTION- A PUBLIC OLICY IMPERATIVE

Higher Education's Role in Colorado-

Benefit of increased rates of education attainment: increased personal income and economic strength; increased levels of workforce participation, productivity and dollars to the state; decreased rates of incarceration; improved health; reduced participation in Medicaid and other social service programs; greater participation in artistic, cultural, and civic pursuits; higher levels of volunteerism and social engagement.

Role in economic development/prosperity: our public institutions are an economic driver in the state, supporting over 95,500 jobs and contributing 4.25 billion dollars in wages and salaries and nearly 387 million in state and local taxes to Colorado's annual economy.

A state appropriation of \$100 million for operating budgets spent within the state of Colorado by its colleges, universities and professional schools will generate another \$147.63 million in expenditures in other sectors of the state's economy. It will create 3,063 jobs, including direct employment at the colleges and universities, which will pay \$87.81 million in wages and salaries. Assuming that the average worker pays about 9.1% of his salary in state and local taxes, the \$100 million expenditure will generate almost \$8 million in tax revenues.

Each dollar paid to a higher education employee will generate another \$0.97 in wages and salaries for employees in other industries as it circulates through the Colorado economy. Each higher education job will generate 0.69 additional jobs in other industries as goods and services are purchased for the institution and employees buy goods and service for their personal use.

Role in innovation/ Research: Our research institutions have an enormous contribution to the state's innovation and productivity; in 2008, CU Boulder received more than \$280 million in sponsored research awards; Ft. Collins at \$312 million; Our research institutions are collaborating with other institutions, federal laboratories and private industries including the Colorado Bioscience Park Aurora (CU Health Sciences Center), the only academic affiliated bioscience park in the country... and the Colorado Renewable Energy Collaboratory -partnered with CU Boulder, CSU and the School of Mines, and National Renewable Energy Laboratory. Add

more re: about Community Colleges/ Research Institutions and role in sustainability/ STEM efforts

A Prosperous Colorado by Default:

- 1. Colorado ranks as one of the most educated populations in the United States (ranked 5th in 2007- NCHEMS/ US Census Bureau)
- 2. Colorado's system of higher education is considered one of the most productive in the nation, producing more degrees and certificates per dollar spent than any other state, other than Florida.
- 3. Both enrollment and the number of degrees granted in Colorado Public Institutions are on the rise
 - a. Total Headcount Enrollment Trending higher, up to 218,000 in 2008, from 201,000 in 2000. Estimates suggest enrollment way up in FALL 09.
 - b. Increased numbers of every degree type. Certificates up from 3,417 in 2000 to 6,520. Associates Degrees up 4,937 to 6,005. Bachelors up 17,341 to 20,858 and Graduate Degrees up 6,317 to 6,828.
- 4. Colorado is ranked 10th on the New Economy Index on measures of economic competitiveness, which measures the extent to which knowledge, technology, and innovation are embedded in the state's products and services.
- 5. Despite the economic downturn, Colorado continues to be a relatively prosperous state.
- 6. Colorado is a leader in the new energy economy and development of green technologies. And Colorado's system of higher education continues to be major contributors to research in those areas.

Colorado in Crisis:

- 1. Colorado's system of higher education is failing to meet the demand created by dramatic demographic shifts
 - a. Colorado's most rapidly growing ethnic minority, Latinos, are the most underrepresented in higher education. By 2035, it is estimated that Latinos will comprise 23.4% of the population (in some counties that number will rise to over 50%), yet only 6% and 8% have an associates or bachelor's degree, respectively. Only 9% of Latino males in high school today will go on to postsecondary education.
 - b. By 2035, in order to maintain keep up with demographic growth and shifts, Colorado will need increase annual degree production by 13,000, and will need to nearly double the rate of Latino degrees granted.
 - c. The rate of educational attainment is currently lower than in previous or higher, compared to 23.3% of the population in subsequent generations. generations. 28.8% of Baby Boomers in Colorado have a Bachelor's degree
 - i. By 2018, it is estimated that Colorado will create 924,000 job vacancies for those with postsecondary credentials. Colorado's higher education system is not prepared to meet that demand.
 - d. More than one-third of current increases in baccalaureate degrees are the result of in-migration, rather than from Colorado residents. Colorado imports a significant population with postsecondary education while failing to successfully transition

the state's own citizens at an acceptable rate through the educational pipeline – ranking 20th in the country

- 2. Colorado's postsecondary pipeline is leaky, performs well below average, and does not reach all Coloradans equally
 - a. Of 100 9th graders in Colorado, 70 will graduate from high school, 44 will enter college, nearly half (44) will enroll in the second year, and 22 will graduate within 150% of the program time. This suggests two marked "leaks": initial entry into college and retention past the first year.
 - b. Of students who enter postsecondary education, nearly 60% of new students require remedial education (23% in math). More troubling, only 4% of students enrolled in the lowest level of math (030) will graduate from the community college within 150% of the program time.
 - c. Enrollment in institutions based on type is disproportionate throughout the state, with the highest enrollment numbers concentrated in the research institutions (selective admission requirements) and community colleges (open admission), leaving four year, state institutions, with moderate price structures and moderately selective/open institutions with relatively lower enrollment.
 - d. More than a third of Colorado's adult population lacks any postsecondary education, with 13% of adults lacking any form of high school credential.
- 3. Colorado institutions differ significantly in enrollment of low-income students relative to the income levels of the counties they serve
 - a. Although there is a strong correlation between high degree attainment and economic prosperity (making Colorado a prosperous state), income and degree attainment is not disproportionate. High population and wealthy counties (Denver, Boulder, Arapahoe, Douglas, Pitkin, Eagle and Clear Creek counties) have the highest level of degree attainment, while the vast majority of counties "south" of the Denver Metropolitan area, and in rural counties exist at the lowest quartile of degree attainment & per capita personal income.
- 4. Colorado's ethnic achievement gap is worse than any other state in the United States
 - a. There is a 35.8% difference between whites and Latinos aged 25-34 with an associate's degree or higher. The U.S. gap between whites and the next largest ethnic group is 19.3%.
 - b. Of those Latino students who complete high school in Colorado, only 17.1% attempt college (18% at 4 year institutions, 14% at 2 year), 4.9% graduate with an associate's degree, and 3.2% obtain a graduate or professional degree. (double check this data)
 - c. Latinos represent the highest ethnic minority group requiring some measure of remediation as new students in community colleges.
 - d. Attrition rates for Latino students are higher than any other ethnic group.
 - e. Latino student enrollment is concentrated at the community college level, with little access to higher tiered/selective institutions.
 - f. As stated above, Colorado's Latino population is growing at a faster rate than any other ethnicity. Nearly one-quarter of the entire state population is projected to be Latino by 2035, higher in some counties (Denver).

- 5. Higher Education in Colorado is not fiscally sustainable, given the current structure of state support.
 - a. Colorado ranks the lowest in state funding per FTE (2008).
 - b. Revenue generated through state funding and tuition per FTE still ranks Colorado the 6th lowest in the country. (2008)
 - c. State funding for Colorado Higher Education continues to decline. It is projected to decline to 2005-06 levels or lower by 2012 (\$555 million).
 - d. Since fiscal year 08-09, Colorado has had to rely on AARA backfill supplement dramatic higher education shortfalls (\$151 million in FY 08-09, \$377 million in 09-10, and \$95 million in FY 11-12). AARA funding will disappear in FY 12-13.
 - e. There is no dedicated funding stream for higher education in this state. Currently, higher education receives 10.8% of the state general fund, but those funds are considered discretionary, with no statutory protection (unlike K12), and at most risk for severe reductions.
 - f. Expand on TABOR limits
 - g. With very few exceptions (Aims Community College and Colorado Mountain College), there is no current mechanism for generating local financial support for higher education in Colorado, yet institutions are major local economic drivers.
 - h. Higher education finance policy is fragmented among the Colorado Commission on Higher Education, the General Assembly, institutional governing boards, and the Office of State Budget and Planning.

II. GOALS FOR STRATEGIC PLANNING

- a. Identify systematic approaches that enhance & improve the educational pipeline for youth and adult learners.
- b. Lessen geographic, economic, and demographic disparities in access, retention & completion/graduation from a broad array of quality educational programs.
- c. Strengthen the link between K12, higher education and the state's economy.
- d. Provide recommendations for systemic governance reform.
- e. Ensure fiscal stability & affordability of Colorado public higher education into the future.

III. RECOMMENDATIONS (TBA):

IV. COLORADO'S CHOICES:

- 1. With reduced state funding
 - a. Some institutions will close
 - b. State priorities will not be met
 - c. Some institutions will need to privatize
- 2. With level funding
 - a. Institutions can maintain "status quo"
 - b. Affordability will be a major concern

- c. Some performance measures can be implemented
- 3. With increased funding
 - a. Colorado's public higher education system can meet state demand and address state goals
 - b. Colorado will be able to scale programs that increase retention/completion
 - c. Performance funding will drive change at institutions

V. HESP IDENTIFICATION OF PRIORITIES FOR ACTION:

- What does current legislation/policy allow HE to do now?
- What do we need to happen either in policy or statute?
- Specific action for:
 - i. Governor
 - ii. CCHE/ DHE
 - iii. General assembly
 - iv. State business and civic leaders
 - v. Local communities
 - vi. Higher education institutions



APPENDICES

VI. Landscape of Colorado higher education:

Colorado has over 470 institutions educating approximately 375,000 students:

- 28 public institutions, including 13 community colleges
- 3 area technical schools
- over 100 private institutions
- over 330 private occupational schools

(INSERT STATE MAP of institutions)

VII. Brief Overview of Public Higher Education Governance Structure

- The Colorado Commission on Higher Education
- University of Colorado System
- Colorado State University System
- Colorado Community Colleges and Occupational System
- Division of Private Occupational Schools

VIII. Context and Origins of Strategic Planning Initiative

a. Higher Education Strategic Planning Group (HESP) Membership

Jim Lyons (Co-Chair), Senior Partner, Rotherberger, Johnson & Lyons Dick Monfort (Co-Chair), Chairman, University of Northern Colorado Board of Trustees, Business Owner

Ray Baker, Partner, Gold Crown Management Co.

Alan Salazar, Senior Policy Advisor to Senator Mark Udall

John Bliss, Past CFO, CCHE, State Colleges of Colorado, CSU, UC System

Jim Polsfut, Chair, Colorado Commission on Higher Education, 7th Congressional District Russ George, Executive Director, Colorado Department of Transportation

Theresa Pena, Denver Public Schools Board of Directors, at large Greg Stevinson, President, Denver West Reality/ Denver West Management Terry Farina, Senior Partner, Hoskin, Farina & Kampf

Meg Porfido, Board member, State Board for Community Colleges and Occupational Education

Jane Rawlings, Assistant Publisher, Pueblo Chieftain

D. Rico Munn (ex officio), Executive Director, Colorado Department of Higher Education **Don Elliman (ex officio),** Chief Operating Officer, State of Colorado

Dr. Kim Poast (ex officio), Deputy Director, Colorado Department of Higher Education

b. Subcommittees

Accessibility

Meg Porfido-Chair, HESP Jim Polsfut, HESP Alan Salazar, HESP

Dr. Donna Souther, Executive Dean/CAO,

AIMS community college

Dr. Eric Lee, President/CEO, Colorado Black Chamber of Commerce

Dr. Abe Harraf, Provost, University of Northern Colorado

Dr. Dave Svaldi, President, Adams State College

B J Scott, Commissioner, Colorado Commission on Higher Education, 5th Congressional District

Dr. Janet Gullickson, Staff

Mission/Governance

Jim Lyons- Chair, HESP Ray Baker, HESP Terry Farina, HESP

Hereford Percy, Vice Chair, Colorado Commission on Higher Education, 7th

Congressional District

Peter Han, Chief of Staff, Colorado School of Mines

Dr. Steve Jordan, President, Metropolitan State College of Denver

Dr. Linda Bowman, President, Community College of Aurora and VP, Colorado Community College System

Gail Klapper, Director, Colorado Forum Father Mike Sheeran, President, Regis University

Donald L. Kortz, Chairman, Fuller Real Estate **Inta Morris,** DHE Staff

Pipeline Subcommittee

Theresa Pena- Chair, HESP Jane Rawlings, HESP Russ George, HESP

David Greenberg, Founder & Board President, Denver School of Science & Technology

Dr. Dan Lucero, Executive Director, Colorado Association, Career & Technical Education

Jill Brake, Commissioner, Colorado Commission on Higher Education, 3rd

Congressional District

Dr. Joe Garcia, President, CSU Pueblo **Pres. Jay Helman**, President, Western State College

Dr. Matt Gianneschi, Vice President, Com. College of Aurora

Gully Stanford, DHE Staff

Sustainability Subcommittee

Dick Monfort- Chair, HESP

John Bliss, HESP

Kelly Brough, President and CEO, Denver

Metro Chamber of Commerce

Greg Stevinson, HESP

Gary Reiff, Executive Vice President, Dividend Capital Total Realty Trust Inc.

Tim Foster, President, Mesa State College **Kelly Fox,** Chief Financial Officer, University of Colorado System

Mark Superka, Budget Director, Colorado Community College System Mark Cavanaugh, DHE Staff

Legislative Advisory Group

Senator Bob Bacon, 14th District (Larimer) Senator Keith King, 12th District (El Paso) Representative Tom Massey, 60th District (Chaffee, Custer, Freemont, Park, Pueblo, Saguache)

Representative Karen Middleton, 42nd District (Arapahoe)

Representative Beth McCann, 8th District (Denver)

Representative Ken Summers, 22nd District (Jefferson)

c. Stakeholder Groups

Colorado Commission on Higher Education
Chief Financial Officers
Chief Academic Officers
Student Affairs Stakeholders
Chief Executive Officers
Data Advisory Group
GE20/Pathways (??- check name)
Financial Aid Advisory Committee
Colorado Council on High School/College Relations
College Invest

d. Public Presentations

April 16, 2010: Colorado Faculty Advisory Committee Conference, [location] [RICO]

April 19, 2010: University of Colorado's United Government of Graduate Students', Boulder

April 21, 2010: Adams County Education Consortium, Westminster

April 24, 2010: Associated Students of Colorado, Denver

May 5, 2010: CAFAA, Lakewood

May 15, 2010: Colorado Cooperation, Winter Park

June 4, 2010: ASPIRE Conference, Denver

June 16, 2010: Gates Foundation Board of Directors, Denver

July 27, 2010: HEAR Conference, Summit County

September 10, 2010: ACT Conference Roundtable, Lakewood

[date]: Club 20, [location] [Mark]

e. Meeting timeframe

(Insert paragraph here)

f. Expert presentations

Dr. Geri Anderson, Community Colleges of Colorado Nella Bea Anderson, Western State College Elaine Baker, Community Colleges of Colorado Julie Bell, National Conference of State Legislatures (NCSL) Deb Blake, Colorado Department of Education Andy Carlson, Colorado Department of Higher Education Joe Cruz. ACT Jennifer Dounay, Education Commission of the State (ECS) Celina Duran, Colorado Department of

Higher Education

Dr. Rhonda Epper, Community Colleges of Colorado
Oscar Felix, Colorado State University
Richard Garcia, Statewide Parent Coalition
Elizabeth Garner, Colorado State
Demographer
Dr. Matt Gianneschi, Community College
of Aurora
Jami Goetz, Colorado Department of
Education
Dennis Jones, National Center for Higher
Education Management Systems
(NCHEMS)
John Karakoulakis, Colorado Department
of Higher Education

Patrick Lane, Western Interstate Commission for Higher Education (WICHE)

Dr. Toni Larson, **Independent Higher Education of Colorado**

Dr. Paul Lingenfelter, State Higher Education Executive Officers (SHEEO) David Longaneker, Western Interstate Commission for Higher Education (WICHE)

Dr. Janet Lopez, University of Colorado at Denver

Dr. Cheryl Lovell, **Colorado Department of Higher Education**

Ian MacGillivary Colorado Department of Higher Education

Ricardo Martinez, **Padres Unidos** Jerry Mason, **Arapahoe Community College**

Aims McGuinnes, National Center for Higher Education Management Systems (NCHEMS)

Matt McKeever, Colorado Department of Higher Education

Scott Mendlesberg, GEAR UP Levia Nahary, ACT Arturo Perez, National Conference of State Legislatures (NCSL)

Julia Pirnack, College in Colorado Andrea Reeve, Colorado State University Ryan Ross, TRiO/ Educational Opportunity Center

Todd Saliman, Governor's Office of State Planning and Budgeting

Dr. Frank Sanchez, University of Colorado at Denver

Scott Stump, Community Colleges of Colorado

Dr. Becky Takeda-Tinker, Colorado State University, Global Campus Rana Tarkenton, Denver Scholarship Foundation

Tim Taylor, Colorado Succeeds
Dawn Taylor-Owens, College in Colorado
Dr. Paul Teske, University of Colorado at
Denver

Paul Thayer, Colorado State University Bruce Vandal Education Commission of the State (ECS)

Frank Waterous, Bell Policy Center Terry Whitney, College Board Mary Wickersham, Governor's Policy Office

ACKNOWLEDGMENTS:

Denver Public Schools (meeting space)

Denver Metro Chamber of Commerce (meeting space)

Coors Field (meeting space)

Richard Jividen (design)

Sue Samuelson (logo design)

National Center for Higher Education Management Systems (NCHEMS) (Contractor)

Jim Jacobs (Contractor)

Susie Sidwell (Contractor)

Chris Adams- TAG Strategies (Contractor)

END NOTES

