

Challenges

1. Low public awareness of current financial situation.
2. Low public awareness of value of Higher Education.
3. Radical demographic shifts.
4. Educational achievement gap.
5. Geographic disparity of higher education attainment.
6. Poor and complex systemic funding.
7. Increased remediation rates and societal costs.
8. Declining revenue.

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, four-year and technical colleges, and research institutions);
- ***Maximize quality***, efficiencies and affordability;
- ***Meet needs*** of the workforce and economy of the state;
- ***Develop responsible citizens*** for a successful civic enterprise (M-1).

Goal #1: Identify systematic approaches that enhance & improve the educational pipeline for youth and adult learners.

- Student Educational Access: Colorado students need flexible entry points and paths to completion. (Accessibility #2)
 - Challenges 3, 4, 5, 7 addressed.
- Colorado's colleges and universities are doing a good job reducing costs and are already far more efficient than most states. Colorado institutions should continue to seek ways to operate more efficiently so that more funding is directed to our classrooms and labs. (Sustainability #5)
 - Challenges 1, 2, 8 addressed.
- The Colorado HE System should support statewide efforts towards increasing the Number and Diversity of Students of all ages pursuing Higher Education. (Pipeline #1)
 - Challenges 3, 4, 5, 7 addressed.
- The State of Colorado/ Colorado HE System must identify, invest in and expand efficient ways of delivering remediation/developmental education in order to move students effectively and successfully into degree/credit-bearing programs. (Pipeline #2)
 - Challenges 2, 4, 7 addressed.
- The Colorado HE System should partner with/collaborate with P-12 school districts in expanding early/universal access to College Level Coursework, for underserved populations. (Pipeline #3)
 - Challenges 3, 4, 5, 7 addressed.
- The Department of Higher Education should take the lead in identifying and supporting colleges and universities which are engaging adult learners who lack academic credentials, such as GEDs, certificates and degrees. (Pipeline #6)
 - Challenges 3, 4, 5, 7 addressed.
- The Colorado P-20 System should offer seamless transitions to appropriate levels of learning for all students. (Pipeline #7)
 - Challenges 1, 2, 4, 5 addressed.

This goal addresses Challenges 1, 2, 3, 4, 5, 7, 8.

Goal #2: Lessen geographic, economic, and demographic disparities in access, retention & completion/graduation from a broad array of quality educational programs.

- Student Educational Access: Colorado students need flexible entry points and paths to completion. (Accessibility #2)
 - Challenges 3, 4, 5, 7 addressed.
- Student Financial Access: Students need affordable opportunities to complete higher education. (Accessibility #3)
 - Challenges 3, 5, 6 addressed.
- Student Educational Completion: Success is earning the credential sought by the student. (Accessibility #4)
 - Challenges 4, 6, 7 addressed.
- \$760 million is recommended as a minimum, subsistence level of support necessary for sustaining basic operations and to allow low and middle income students basic access to Colorado's colleges and universities. (Sustainability #2)
 - Challenges 1, 2, 6, 8 addressed.
- At any level, state funding for Colorado's colleges and universities should be leveraged to improve and measure performance. (Sustainability #4)
 - Challenges 1, 2, 4, 5, 6, 8 addressed.
- Local communities that benefit socially and economically from higher education institutions in the community have an obligation to help financially support those institutions. (Sustainability #6)
 - Challenges 1, 2, 5, 6, 7, 8 addressed.
- The committee 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 as put forth by the CCHE. (M&G #4)
 - Challenges 3, 4 addressed.
- The committee recommends Colorado adopt a market-based approach to realigning the system of colleges and universities to better meet the current and forecast future demand 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 incentivize the system of higher education. (M&G #5)
 - Challenges 3, 4, 5, 6 addressed.

- The Colorado HE System should support statewide efforts towards increasing the Number and Diversity of Students of all ages pursuing Higher Education. (Pipeline #1)
 - Challenges 3, 4, 5, 7 addressed.
- The State of Colorado/ Colorado HE System must identify, invest in and expand efficient ways of delivering remediation/developmental education in order to move students effectively and successfully into degree/credit-bearing programs. (Pipeline #2)
 - Challenges 2, 4, 7 addressed.
- The Colorado HE System should partner with/collaborate with P-12 school districts in expanding early/universal access to College Level Coursework, for underserved populations. (Pipeline #3)
 - Challenges 3, 4, 5, 7 addressed.
- The Department of Higher Education should take the lead in identifying promising practices and provide support to Higher Education Institutions (at all levels) to increase retention, completion and successful graduation. (Pipeline #4)
 - Challenges 4, 7 addressed.
- The Colorado HE system should establish common metrics and standards for data collection and sharing, which measure progress towards meeting the charge of increased admissions, retention and completion. (Pipeline #5)
 - Challenges 2, 4, 5, 7 addressed.
- The Department of Higher Education should take the lead in identifying and supporting colleges and universities which are engaging adult learners who lack academic credentials, such as GEDs, certificates and degrees. (Pipeline #6)
 - Challenges 3, 4, 5, 7 addressed.

<i>This goal addresses all 8 Challenges.</i>
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Goal #3: Strengthen the link between K12, higher education and the state's economy.

- Colorado's economic future depends on maintaining a robust system of colleges and universities. Creating and sustaining a funding source for higher education must become a top state priority. (Sustainability #1)
 - Challenges 1, 2, 6, 8 addressed.
- **At any level, state funding for Colorado's colleges and universities should be leveraged to improve and measure performance. (Sustainability #4)**
 - Challenges 1, 2, 4, 5, 6, 8 addressed.
- Local communities that benefit socially and economically from higher education institutions in the community have an obligation to help financially support those institutions. (Sustainability #6)
 - Challenges 1, 2, 5, 6, 7, 8 addressed.
- **The committee 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 as put forth by the CCHE. (M&G #4)**
 - Challenges 3, 4 addressed.
- The Colorado HE System should support statewide efforts towards increasing the Number and Diversity of Students of all ages pursuing Higher Education. (Pipeline #1)
 - Challenges 3, 4, 5, 7 addressed.
- The State of Colorado/ Colorado HE System must identify, invest in and expand efficient ways of delivering remediation/developmental education in order to move students effectively and successfully into degree/credit-bearing programs. (Pipeline #2)
 - Challenges 2, 4, 7 addressed.
- The Colorado HE System should partner with/collaborate with P-12 school districts in expanding early/universal access to College Level Coursework, for underserved populations. (Pipeline #3)
 - Challenges 3, 4, 5, 7 addressed.
- The Colorado HE system should establish common metrics and standards for data collection and sharing, which measure progress towards meeting the charge of increased admissions, retention and completion. (Pipeline #5)
 - Challenges 2, 4, 5, 7 addressed.

- The Department of Higher Education should take the lead in identifying and supporting colleges and universities which are engaging adult learners who lack academic credentials, such as GEDs, certificates and degrees. (Pipeline #6)
 - Challenges 3, 4, 5, 7 addressed.
- The Colorado P-20 System should offer seamless transitions to appropriate levels of learning for all students. (Pipeline #7)
 - Challenges 1, 2, 4, 5 addressed.

This goal addresses all 8 Challenges.

Goal #4: Ensure fiscal stability & affordability of Colorado public higher education into the future.

- Colorado's economic future depends on maintaining a robust system of colleges and universities. Creating and sustaining a funding source for higher education must become a top state priority. (Sustainability #1)
 - Challenges 1, 2, 6, 8 addressed.
- \$760 million is recommended as a minimum, subsistence level of support necessary for sustaining basic operations and to allow low and middle income students basic access to Colorado's colleges and universities. (Sustainability #2)
 - Challenges 1, 2, 6, 8 addressed.
- If Colorado wants colleges and universities that can perform and compete globally in terms of excellence, quality, performance and reputation, we need to invest beyond a bare minimum funding level. (Sustainability #3)
 - Challenges 1, 2, 6, 8 addressed.
- Colorado's colleges and universities are doing a good job reducing costs and are already far more efficient than most states. Colorado institutions should continue to seek ways to operate more efficiently so that more funding is directed to our classrooms and labs. (Sustainability #5)
 - Challenges 1, 2, 8 addressed.
- Local communities that benefit socially and economically from higher education institutions in the community have an obligation to help financially support those institutions. (Sustainability #6)
 - Challenges 1, 2, 5, 6, 7, 8 addressed.
- Student Financial Access: Students need affordable opportunities to complete higher education. (Accessibility #3)
 - Challenges 3, 5, 6 addressed.
- The committee recommends Colorado adopt a market-based approach to realigning the system of colleges and universities to better meet the current and forecast future demand 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 incentivize the system of higher education. (M&G #5)
 - Challenges 3, 4, 5, 6 addressed.

This goal addresses all 8 Challenges.

Goal #5: Provide recommendations for systemic governance reform.

- Integrated System: Colorado requires an integrated higher education system to meet its needs. An effective oversight body with a system view is needed to identify state needs, direct policy to address them, and enforce accountability. (Accessibility #1)
 - Challenges 2, 6 addressed.
- Student Educational Completion: Success is earning the credential sought by the student. (Accessibility #4)
 - Challenges 4, 6, 7 addressed.
- Colorado's economic future depends on maintaining a robust system of colleges and universities. Creating and sustaining a funding source for higher education must become a top state priority. (Sustainability #1)
 - Challenges 1, 2, 6, 8 addressed.
- At any funding level, the majority of state dollars should be given directly to the students to spend where they believe their academic needs will best be met and in order to motivate Colorado's colleges and universities to meet those needs. (Sustainability #4)
 - Challenges 1, 2, 4, 5, 6, 8 addressed.
- The Subcommittee recommends the state maintain the current structure of higher education governance, comprising a state-wide regulatory board for implementing broad state-wide policy for higher education. Governing boards and a state-level board for the community college system should be retained. (M&G #2)
 - Challenges 2, 5 addressed.
- 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... (M&G #3)
 - Challenges 2, 6 addressed.
- The committee 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 as put forth by the CCHE. (M&G #4)
 - Challenges 3, 4 addressed.
- The Colorado P-20 System should offer seamless transitions to appropriate levels of learning for all students. (Pipeline #7)
 - Challenges 1, 2, 4, 5 addressed.

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