

**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 and economy of the state;
- *Develop responsible citizens* for a successful civic enterprise.

2. 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.

3. The Subcommittee recommends that the state-wide regulatory board – the Colorado Commission on Higher Education (CCHE) – have greater authority in higher education policy. The CCHE should have 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 success in higher education; creating an effective articulation and transfer system; supporting cost effective modes of delivery of education (e.g., online education); supporting K-12 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.
- Collect, compile and utilize data on postsecondary education in the state, using common indicators and metrics.
- Use finance policy – recognizing the interaction of tuition, COF, state financial aid and performance funding -- to ensure state goals are being met. Make recommendations to the legislature regarding allocations to institutions.

- Negotiate performance contracts (or utilize an analogous accountability mechanism) to ensure that institutions are contributing to meeting state goals.
- Provide focused support for high-risk students.
- 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]

4. Recommendation: 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.

- 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 (i.e., freshman entering college directly after graduating from high school) and the nontraditional student, and recognize the value of successfully transferring students from two-year to four-year institutions. State goals, which may or may not be established by statute, would reflect the need for:
 - o increased enrollment and degree attainment of traditionally underrepresented students;
 - o increased degree and individual course attainment/completion;
 - o maintaining a high quality research system.

5. Recommendation: 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 reallocated to incentivize the system of higher education to:

- increase capacity (serve more students) at the less than highly selective level
- increase capacity at institutions with comparatively lower cost-per-degree