

2021

Annual Report

highered.colorado.gov



COLORADO
Department of
Higher Education



COLORADO

**Department of
Higher Education**

ANNUAL REPORT

**This report was prepared by the
Colorado Department of Higher Education (CDHE)**

July 2021

For more information contact:

CDHE@dhe.state.co.us



7	Summary
17	2021 Goals
29	Division Snapshots
43	Future Forward
49	Appendix



**Message from Executive Director
Dr. Angie Paccione**





The fiscal year 2020-2021 will go down in history as a year of firsts. In the midst of a global pandemic higher education was reimagined in ways we didn't think possible. Then as the pandemic shifted and the vaccine was developed (*thank you to our research institutions*) we faced new challenges with tight budgets and dwindling enrollment. If you know me at all, you know that I do not shy away from firsts, in fact, it is quite the opposite, I embrace them.

I'm happy to present to you the Department's first annual report. While this year was certainly challenging, it was also filled with tremendous accomplishments. We announced updated educational attainment numbers which push us closer to our goal to be the most educated state in the country. We published our first report on educational equity and subsequently hosted our first Educational Equity Day of Dialogue, confirming our commitment to creating a Colorado for All. Given the pandemic and struggles of many of our students—we doubled down on the social determinants of student success—releasing checklists so all campuses can earn a hunger free and healthy minds designation as they implement programs to end food insecurity and stigmas around mental illness. We also embraced innovation and affordability launching our first-ever Governor's Z-Degree Challenge honoring colleges and universities offering zero textbook cost degrees, saving students \$3.4 million, a 6x return on the state's investment of nearly \$550,000 in grant funds.

This is just a snapshot of the accomplishments contained in this annual report. Join me as we dig deeper into the goals, challenges and work of the Department.

Dr. Angie Paccione

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Summary

2021 ANNUAL REPORT

The Colorado Department of Higher Education (DHE), under its own authority and through its board, the Colorado Commission on Higher Education (CCHE), oversees and coordinates policy for 31 public institutions of higher education (including community colleges, independent local district colleges and local area technical colleges) and authorizes and regulates private colleges, universities and occupational schools.



Mission

We support students, advocate and develop policies to maximize higher education opportunities for all.

Vision

All Coloradans will have an education beyond high school to pursue their dreams and improve our communities.



The Colorado Commission on Higher Education (CCHE) was created by the General Assembly in 1965 to maximize opportunities for postsecondary education in Colorado. The Commission is a policy and coordinating board—in contrast to a governing board—and its powers and duties are outlined in Title 23 of Colorado Revised Statutes.

As the central policy and coordinating board for Colorado’s system of public higher education, the CCHE implements the policies of the General Assembly and serves as a bridge among the Governor, General Assembly, and the governing boards of the state-supported postsecondary institutions. It oversees and approves core budgeting and financing matters—including allocation of state investment, state financial aid, and capital construction—and has further broad statutory authority for statewide planning and data collection.

COMMISSIONERS

Vanecia Kerr, Chair
Denver, Colorado

Sarah Kendall Hughes, Vice Chair
Edwards, Colorado

Berrick Abramson
Lakewood, Colorado

Luis Colon*
Lone Tree, Colorado

Teresa Kostenbauer
Parker, Colorado

Aaron Harber
Lafayette, Colorado

Tom McGimpsey*
Denver, Colorado

Steve Meyer
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Charlotte Olena*
Denver, Colorado

Brittany Stich
Denver, Colorado

Steven Trujillo
Pueblo, Colorado

Eric Tucker, Ph.D.
Colorado Springs, Colorado

Jim Wilson
Salida, Colorado

* Term ended June 30, 2021



CollegeInvest, which administers Colorado's 529 college savings program, and College Assist, a federal student loan guaranty agency, are both within the Colorado Department of Higher Education and are Enterprise Funds, receive no taxpayer funding and operate somewhat independently. In addition, for purposes of the state budget and certain administrative functions, the State Historical Society (History Colorado) is authorized under the Department of Higher Education.

For more on CollegeInvest's 2020-2021 accomplishments, see the Appendix.

■ www.collegeinvest.org



History Colorado

Established in 1879, History Colorado is a 501(c)(3) charitable organization and an agency of the State of Colorado under the Department of Higher Education. History Colorado is a trusted leader in helping people understand what it means to be a Coloradan—by sharing powerful stories, honoring the state's treasured memories, and creating vibrant communities.

History Colorado's nine museums across the state are home to interactive exhibitions, programs for kids and adults, special events and cultural performances. Visitors learn about the countless cultures that have made Colorado's landscapes their home and shaped Colorado's past—and still shape its present and future.

Read more about History Colorado in the Appendix.

■ www.historycolorado.org

DEPARTMENT OF HIGHER EDUCATION GENERAL FUND BUDGET 2020-21

\$345.4
million

College Opportunity Fund
57%

\$214.3
million

**Colorado Commission on
Higher Education Financial Aid**
36%

\$26.2
million

**Colorado Commission
on Higher Education**
4%

\$8.3
million

**Local District Junior
College Grants**
1%

\$5.8
million

**Division of Occupational
Education**
1%

\$2.3
million

History Colorado
1%

\$332,334

**Department
Administrative Office**

**General Fund \$602.7 Million
FY 2020-21**

The budget is mostly operating support to institutions and student financial aid

COLORADO

Higher Education Snapshot

Today's Students

NATIONWIDE

19,646,000

students enrolled

40%

are older than 25

39%

attend part-time

61%

attend full-time

Source: DIGEST OF EDUCATION STATISTICS, Fall 2018 Enrollment

STATE NUMBERS



289,985

students enrolled

33.6%

are older than 25

48.9%

attend part-time

51.1%

attend full-time

In-State Students

78.6%

Out of State Students

21.4%

Source: CDHE SURDS data, Fall 2019 Enrollment

STATE AND FEDERAL FINANCIAL AID PORTFOLIO³

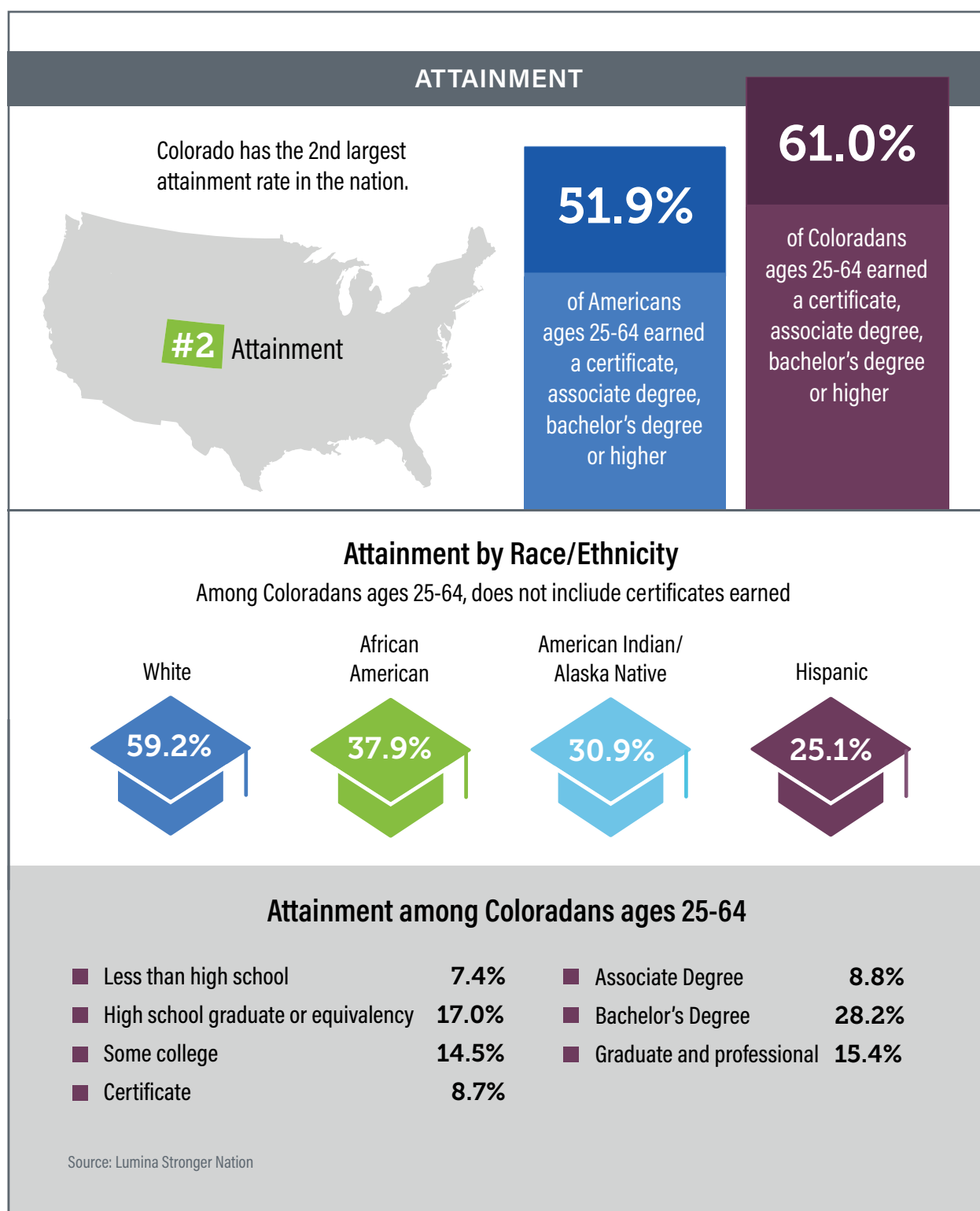
Student aid portfolio totals: **\$1,899,924,662**

■ Federal Unsubsidized	\$644,108,634	■ Other Scholarships	\$65,089,725
■ Institutional Aid	\$411,599,018	■ Other Federal Grants	\$25,735,832
■ Pell Grant	\$262,811,923	■ State Work Study	\$24,148,936
■ Federal Subsidized	\$196,639,300	■ Federal Work Study	\$9,733,684
■ State Need Based Aid	\$163,235,373	■ State Merit Aid	\$5,189,664
■ Other Loans	\$89,536,428	■ Other State Aid	\$2,096,145

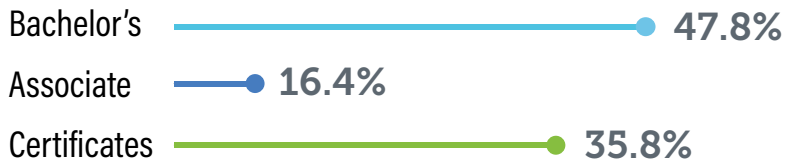
The largest percent of financial aid is Federally unsubsidized **29%**

Source: SURDS Financial Aid SURDS File





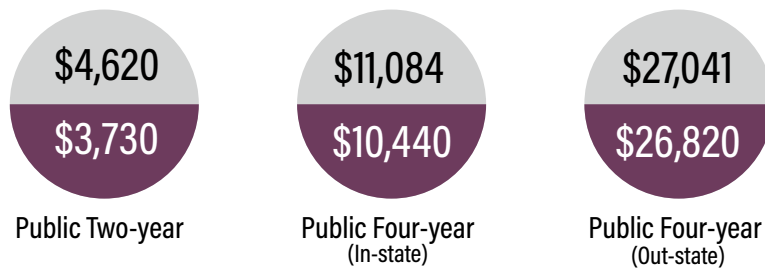
Percent of Degrees and Certificates 2020 academic year



Source: SURDS Academic Year 2020 Degree File

Average Tuition and Fees 2019-2020

Colorado USA



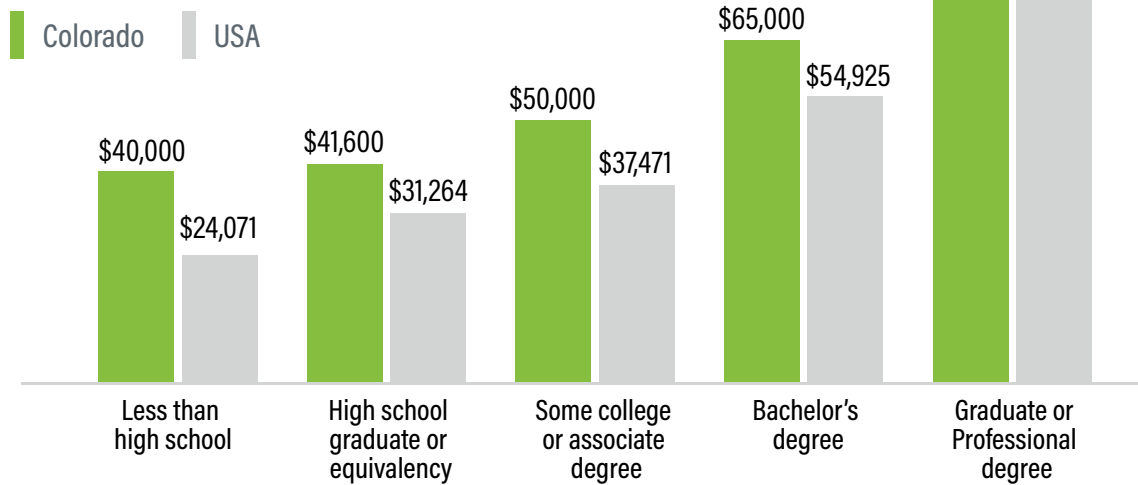
Sources: 2019-20 Tuition and Fee Report (CO Data),
2020 College Board Trends in College Pricing Report (National Data)



74%
OF COLORADO
JOBS

require postsecondary
education compared
to 65% nationally

Median Salary by Education Attainment



U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates



Public Institutions

UNIVERSITIES

- Adams State University
- Colorado Mesa University
- Colorado School of Mines
- Colorado State University
- Colorado State University Global
- Colorado State University Pueblo
- Fort Lewis College
- Metropolitan State University of Denver
- University of Colorado Boulder
- University of Colorado Colorado Springs
- University of Colorado Anschutz Medical Campus
- University of Colorado Denver
- University of Northern Colorado
- Western Colorado University

COMMUNITY COLLEGES

- Aims Community College
- Colorado Mountain College
- Arapahoe Community College
- Colorado Northwestern Community College
- Community College of Aurora
- Community College of Denver
- Front Range Community College
- Lamar Community College
- Morgan Community College
- Northeastern Junior College
- Otero College
- Pikes Peak Community College
- Pueblo Community College
- Red Rocks Community College
- Trinidad State College
- Western Colorado Community College

TECHNICAL COLLEGES

- Emily Griffith Technical College
- Pickens Technical College
- Technical College of the Rockies

■ See the Appendix for a list of private institutions.

Visit the links below for more information:
<https://higher.ed.colorado.gov/Data/InstSelect.aspx?>
<https://cdhe.colorado.gov/students/attending-college/colleges-universities>



2021 Goals

2021 ANNUAL REPORT

STRATEGIC PLAN

Higher Education

FY 2021 GOALS, OUTCOME MEASURES, TARGETS AND INDICATORS

Colorado's strategic plan for higher education ***Colorado Rises: Advancing Education and Talent Development*** supports the Colorado Commission on Higher Education's vision that all Coloradans have an education beyond high school to pursue their dreams and improve our communities. The plan provides a series of metrics pursuant to CRS 23-1-108 (1.5)(f).



The Colorado Rises Goal

REACHING 66% STATEWIDE
ATTAINMENT BY 2025

Colorado established an attainment goal in 2012 that has risen from 53.5% to 61% over the past eight years. Factoring the state's changing demographics, the Commission has also set an ambitious equity attainment goal of 66% for African American or Black, Hispanic or Latinx and Native American populations; current statewide attainment levels are 37.9% for African Americans or Blacks, 25.1% for Hispanics or Latinx, and 30.9% for American Indian and Alaska Native. By pursuing the following four strategies and tracking the associated metrics, Colorado can close the gap and expand educational opportunity.

CCHE identified four strategic goals within the scope of the public postsecondary system to make this plan actionable:



Increase Credential Completion



Erase Equity Gaps



Improve Student Success



Commit to Affordability, Cost Containment, and Innovation

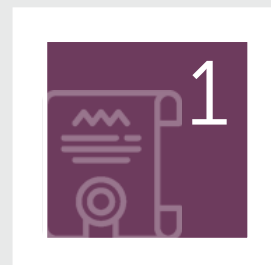
THIS REPORT INCLUDES SELECT PERFORMANCE METRICS RELATED TO THE FOUR STRATEGIC GOALS.

 Indicates positive progress in the most recent year.

STRATEGIC GOAL #1:

Increase Credential Completion


The first strategic goal is to significantly increase the number of credentials that students earn over an eight-year period and credential completion in high-demand areas, such as STEM and teacher preparation.



Main Measures:

- Increase annual credential completion
- Increase high demand credential completion

Overall Undergraduate Credential Production Increased Year Over Year Between Academic Years 2011-12 And 2018-19.¹

Academic Year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Credentials	41,956	46,023	48,643	49,816	51,477	56,019	57,353	59,155	59,232
1-Year Change		10%	6%	2%	3%	9%	2%	3%	.13% 
Certificates	11,567	13,859	15,604	15,373	16,217	20,069	20,214	21,393	21,215
1-Year Change		20%	13%	-1%	5%	24%	1%	6%	-1%



Increase Credential Completion What's Working

- Concurrent Enrollment
- Statewide Transfer Articulation Agreements
- Student Financial Aid
- Apprenticeships
- Colorado Opportunity Scholarship Initiative

¹ Source: 2020 Educator Preparation Report, Colorado Department of Higher Education

STRATEGIC GOAL #2:**Erase Equity Gaps**

With our state's changing demographics, the goal of 66% is unattainable if we do not make major progress on erasing equity gaps—the racial disparities in educational attainment. Of states with at least one million Hispanics, Colorado ranks the highest in size of equity gaps.² Colorado Rises aims to raise African American or Black, Hispanic and American Indian and Alaska Native students to 66%.

**Main Measures:**

- Increase annual credential completion for students of color and low-income populations
- Increase high demand credential completion for students of color and low-income populations

African American and Hispanic students saw increased credential completion between academic years 2011-12 and 2018-19 but are not on track to meet master plan goals; Pell student credential completion remains relatively flat for the past several years.³

Academic Year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
RACE/ETHNICITY									
African American	1,453	1,449	1,741	1,844	1,809	1,942	2,057	2,164	2,164
1-Year Change		0%	20%	6%	-2%	7%	6%	5%	0%
Hispanic	5,438	5,761	7,096	7,755	8,307	9,402	10,281	11,365	11,625
1-Year Change		6%	23%	9%	7%	13%	9%	11%	2%
American Indian and Alaska Native	437	485	511	532	502	565	536	567	507
1-Year Change		11%	5%	4%	-6%	13%	-5%	6%	-11%
INCOME									
Pell Eligible	12,777	14,084	15,029	14,904	14,926	15,005	15,536	15,483	14,823
1-Year Change		10%	7%	-1%	0%	1%	4%	0%	-4%



Erase Equity Gaps

What's Working

- Colorado Opportunity Scholarship Initiative
- Equity Champions Coalition
- Funding Formula
- Social Determinants of Student Success

² Source: Rocky Mountain Divide: Lifting Latinos and Closing Equity Gaps in Colorado, Georgetown Center for Workforce and Education.

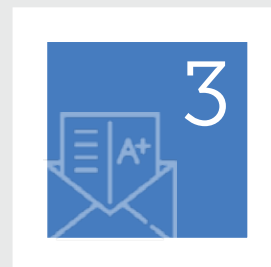
³ Source: SURDS Data. Also available on the CDHE Master Plan Dashboard.

STRATEGIC GOAL #3:**Improve Student Success**

To graduate more students, Colorado must focus on promoting and improving successful student retention and momentum.

Main Measures:

- Improve student persistence and retention
- Reduce remediation needs of students
- Reduce average time to degree
- Reduce average credits to degree



Retention rates, the number of students who start at a college one fall and enroll the next fall, stayed relatively constant between the fall 2011 and the fall 2018 cohorts.⁴

Cohort	Fall 2011-12	Fall 2012-13	Fall 2013-14	Fall 2014-15	Fall 2015-16	Fall 2016-17	Fall 2017-18	Fall 2018-19	
Fall to Fall Retention	68.8%	70.4%	70.2%	72%	72.5%	71.8%	73%	73.8%	
1-Year Change		2%	0%	2%	1%	-1%	1%	1%	✓

At two-year institutions, graduation rates increased between the fall 2009 and fall 2016 cohorts. At four-year institutions on-time graduation rates increased and 150 percent-time graduation rates remained relatively flat.⁵

Cohort Year	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	
2-Year Institutions									
3 Year Graduation	20.9%	21.0%	20.8%	21.8%	21.6%	24.3%	26.9%	29.2%	✓
Cohort Year	Fall 2006	Fall 2007	Fall 08	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	
4-Year Institutions									
4 Year Graduation	31.2%	31.8%	32.8%	32.9%	34.2%	34.5%	36.1%	37.4%	✓
6 Year Graduation	58.7%	59.3%	59.2%	60.2%	59.9%	59.3%	61.8%	61.1%	

⁴ Source: SURDS Data, also available in the annual Retention Rate Report

⁵ Source: SURDS Data, also available in annual Graduation Rate Report

Enrollment in and credentials obtained through Concurrent Enrollment continue to grow.⁶

High School Graduating Class	Class of 2012	Class of 2013	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018	Class of 2019	
ENROLLMENT									
High school graduates attempting Concurrent Enrollment	14.7%	18.6%	22.0%	25.7%	26.5%	28.7%	30.4%	32.8%	
1-Year Change		4%	3%	4%	1%	2%	2%	2%	✓
High school graduates attempting any Dual Enrollment	21.2%	22.8%	25.7%	31.1%	33.3%	35.7%	38.2%	40%	
1-Year Change		2%	3%	5%	2%	2%	3%	1%	✓

Academic Year	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
OUTCOMES								
Credentials Produced	775	956	1,231	1,491	2,017	2,758	3,116	
1-Year Change		23%	29%	21%	35%	37%	13%	✓



Improve Student Success What's Working

- Colorado Opportunity Scholarship Initiative
- Statewide Transfer Articulation Agreements
- More 2-to-4-year partnerships –Bridge to Bachelor's Degree Program
- Funding formula
- Concurrent enrollment
- Social Determinants of Student Success

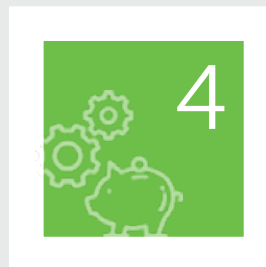
⁶ Source: SURDS and CDE, also available in the annual Concurrent Enrollment Report

STRATEGIC GOAL #4:**Commit to Affordability, Cost Containment, and Innovation**

To help ensure affordability for Colorado students and strengthen Colorado's economic and community development, Colorado needs to increase public investment and encourage efficient institutional delivery models that reduce costs and time-to-degree.

Main Measures:

- Support student success, research and innovation
- Decrease average undergraduate federal student debt
- Leverage innovation
- Affordability Roadmap

**Student Loan Outcomes for Graduates of Public Institutions⁷**

Degree Type	2014	2015	2016	2017	2018	2019	2020
ASSOCIATES DEGREE							
Total Average Loans	\$14,329	\$13,942	\$13,852	\$13,584	\$13,484	\$13,462	\$13,212.85
Percent with Loans	53.7%	51.1%	48.9%	47%	45%	42.2%	38.7%
BACHELORS DEGREE							
Total Average Loans	\$26,894	\$26,673	\$26,671	\$27,123	\$26,278	\$26,504	\$26,288.77
Percent with Loans	58.8%	58%	56.4%	55%	52.1%	51.6%	50.7%

The percent of resident associates degree graduates and resident Bachelor's degree graduates with debt has continued to decline.⁸

Graduation Year	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Bachelor's Degree Graduate with Debt	64%	62%	60%	59%	56%	55%	55% <input checked="" type="checkbox"/>
Associates Degree Graduate with Debt	54%	53%	50%	48%	45%	42%	39%


Invest in Affordability and Innovation
What's Working

- Cost Containment Measures
- Financial Aid Access
- Scholarships & Apprenticeships
- Open Educational Resources (OER)

⁷ Source: SURDS Financial Aid and Degree files

⁸ Source: SURDS Financial Aid and Degree files, also available in the annual CDHE's Return on Investment report

The Roadmap to Containing College Costs and Making College Affordable

In late 2019, Governor Jared Polis and the Colorado Department of Higher Education released a plan to make college more affordable. The roadmap outlines near, medium- and long-term strategies to contain costs and put higher education in reach for all Coloradans. Among the 18 solutions, the state suggests improving access to concurrent enrollment, providing debt relief for students, and lowering health care costs.

Colorado is making progress on several short-term and medium-term steps, especially the adoption of Open Educational Resources. Fort Lewis College, a public four-year institution in Durango, launched a affordability program FLC Tuition Promise. Colorado residents whose family income is \$60,000 or less are eligible to attend FLC tuition-free for four years if pursuing their first bachelor's degree.

The Department is working on an update to the Affordability Roadmap, to be published later this year, that will show progress toward each of its goals.

■ See the Affordability Roadmap in the Appendix.



GOVERNOR'S DASHBOARD

Bold 4 Initiatives

Governor Jared Polis



**Tax Reform &
Economic
Development**



**Environment &
Renewables**



Health



**Education &
Workforce**

HOW CDHE SUPPORTS THE EDUCATION & WORKFORCE INITIATIVE



Via the Education & Workforce working group and various other initiatives, CDHE collaborates regularly with our colleagues at the Colorado Department of Education (CDE), the Colorado Department of Labor and Employment (CDLE), the Colorado Department of Human Services (CDHS), the Colorado Workforce Development Council (CWDC), and many other agencies to execute on the Governor's Bold Goals around "Education & Workforce". CDHE supports efforts to grow the early childhood workforce and increase early childhood facility capacity so that more Coloradans can receive these important supports. CDHE also remains committed to erasing equity gaps and ensuring postsecondary education affordability in Colorado's postsecondary education pipeline.

■ <https://dashboard.colorado.gov>

GOVERNOR'S DASHBOARD

Wildly Important Goals

Colorado Department of Higher Education



EQUITY

Increase institutions of higher education who have established an institutional equity action plan from 7 to 30.

Successful completion of this goal will reform and revolutionize systems which produce inequitable outcomes for students, and create an environment in Colorado where students succeed regardless of their race or ethnicity.

GOAL MET: 30 institutions established equity plans



WORK-BASED LEARNING

Increase the number of postsecondary degree programs that require a work-based learning component from 68.7% to 78%.

Successful completion of this goal will ensure that degree programs in our institutions of higher education are preparing students with instruction that has real-world relevance and equips students with competencies needed to succeed in the workforce.

STATUS: 71.9% programs require work-based learning component



POSTSECONDARY AFFORDABILITY

Execute on 7 strategies outlined in the Roadmap to Containing College Costs and Making College Affordable.

Successful completion of this goal will equip students of any age to know the cost of various education and training programs along with ways to help cover the cost, which will assist in decreasing the time and debt students accrue when working towards their credential.

STATUS: 5 strategies have exceeded the established goal.



2021-22 WILDLY IMPORTANT GOALS

Implement five strategies from the Affordability Roadmap, including: increasing financial aid by increasing FAFSA completions, saving students money on textbook expenses, and designating Hunger Free and Healthy Minds campuses by providing additional assistance for food and behavioral health.

The Equity Champions Coalition will execute on ten practical improvement strategies outlined in their "Report on Educational Equity: Creating a Colorado for All".

Increase the number of higher education institutions with sustainability plans that include energy reduction goals from 10 to 20 by June 30, 2022.





Division Snapshots

2021 ANNUAL REPORT

DIVISION

Data, Research, and Policy

NUMBER OF STAFF: 7

Data, Research, and Policy (DRP) manages CDHE's data infrastructure to ensure secure, well-governed, and high-quality data that support targeted research and policy.

DRP is the main steward of individual-level data received from various sources. Data are collected from Colorado postsecondary institutions throughout the academic year through the Student Unit Record Data System (SURDS). Data on K12 students are received from the Colorado Department of Education (CDE) and higher education data on K12 students are shared back with CDE. Additionally, wage data from the Colorado Department of Labor and Employment (CDLE) are shared with the Department annually. These data allow for research into student outcomes along the K12 to postsecondary education to workforce continuum.

DRP provides data submission to the federal Integrated Postsecondary Education Data System (IPEDS) as a service to Colorado's public postsecondary institutions.

DRP supports the publication of annual legislatively mandated reports and other products.

- Report on Postsecondary Progress and Success of High School Graduates
 - Report on Concurrent Enrollment
 - Return on Investment Report and an interactive tool on wage outcomes for postsecondary completers
 - Report on Resident headcount and FTE for Colorado institutions of higher education
 - Talent Pipeline Report (*in partnership with the Colorado Workforce Development Council*)
 - Reporting related to goal setting for Colorado public postsecondary institutions as outlined in SB 17-297 and SMART Act requirements
 - Equity Report
 - Other reports on student retention and graduation of Colorado students
-

DRP manages various database infrastructures for the Department. DRP develops and/or supports a variety of applications including Tableau data visualizations, a Free Application for Federal Student Aid (FAFSA) completion tracking portal, the Eligible Training Providers List (ETPL), and My Colorado Journey, among others.

As a very lean division, research data work conducted with internal and external partners is in many instances partially grant-funded. One current example is SHEEO's State Transfer Policy Standards Project. Others focus on prior learning assessment and developmental education data.

KEY PROGRAMS AND INITIATIVES

SEE HOW THE WORK OF DRP ALIGNS WITH THE DEPARTMENT'S STRATEGIC GOALS.

Key programs and initiatives that support *Colorado Rises* strategic goals are marked with the following indicators.

1 Increase Credential Completion

3 Improve Student Success

2 Erase Equity Gaps

4 Commit to Affordability, Cost Containment, and Innovation

Democratizing data

- The DRP team continues to provide data on postsecondary outcomes through a variety of reports and visualizations.
- CDHE participates in well-governed, responsible data sharing initiatives such as the Colorado Data Trust (supporting a variety of use cases, especially the My Colorado Journey platform) and the Linked Information Network of Colorado (LINC).

Increasing process and credential transparency

CDHE works in collaboration with the National Skills Coalition, Credential Engine, and EQOS around collecting more robust data on quality, non-degree credentials, and providing more information on these opportunities to all Coloradans.

1

Elevating equity

DRP has supported the efforts of the Equity Champions Coalition and provided a variety of data related to equity to inform the group's work and recommendations.

2

Executing on affordability

Through CDHE's annual ROI report, interactive tools, and alignment to various external/national partnerships, DRP supports efforts to create more comprehensive measures of the return on investment of postsecondary education to individuals, communities, and the state.

4

CONVENINGS/STAKEHOLDERS

DRP convenes the Data Advisory Group (DAG) and represents the Department at OIT's Government Data Advisory Board (GDAB).

DIVISION

Division of Private Occupational Schools (DPOS)

NUMBER OF STAFF: 8.5

DPOS is the only regulatory Division within the Department and is responsible for regulating approximately 300 private occupational schools in Colorado. In the last year, DPOS schools provided education to approximately 34,000 Colorado students and issued 26,011 credentials. The Division administers the Private Occupational School Act on behalf of the Governor appointed Private Occupational School Board, which meets monthly throughout the year to approve new schools, school renewals, school programs, and courses per the Act and Rules. To protect students against fraudulent and substandard educational practices, the board also reviews Division investigations and issues disciplinary actions against schools when appropriate.

KEY PROGRAMS AND INITIATIVES

SEE HOW THE WORK OF DPOS ALIGNS WITH THE DEPARTMENT'S STRATEGIC GOALS.

Key programs and initiatives that support *Colorado Rises* strategic goals are marked with the following indicators.

- | | |
|-----------------------------------------|--------------------------------------------------------------------|
| 1 Increase Credential Completion | 3 Improve Student Success |
| 2 Erase Equity Gaps | 4 Commit to Affordability, Cost Containment, and Innovation |

New IT System

Schools can easily submit provisional and renewal applications, student records, and payments online and conduct all other workflow processes required to maintain Board approval. This new IT system will integrate with the Eligible Training Provider List (ETPL) and allow Coloradans to view Division approved schools, programs, and credentials offered. DPOS will be able to interface more readily with other higher ed and labor web portals including ETPL, My Colorado Journey, and Connecting Colorado. The system enables better access to student enrollment, graduate, ethnicity and diversity data, and employment statistics to allow for analysis and reporting at the statewide and regional levels. This system is funded by the fees collected from DPOS schools.

1 **2** **3**

New Data Gathering Requirements

New rules require more detailed graduate, placement, race/ethnicity, and gender data from schools. The inclusion of this data in the Department's reporting improves the transparency of credentials being awarded to Colorado students and will aid in the Department's goals to close equity gaps and improve student success.

2 3

Approval of Online/Hybrid Curriculum Delivery

During the COVID-19 pandemic, DPOS worked closely with its Board and schools to move curriculum delivery methods to online or hybrid formats to ensure student safety. DPOS developed a process to temporarily approve new methods of delivery, which required emergency rulemaking. The Division is working to permanently approve online and hybrid delivery methods that are proven beneficial to students and schools. The Division also implemented virtual site visits to replace in-person site visits as required by rule for the safety of DPOS and school staff. This virtual format has been used as a model for other states across the country that have the same site visit requirements. Development of these approval processes aligns with the Department's goals to improve student success.

3

Student Refunds

Per Colorado statutes, private occupational schools are required to be bonded to protect students' financial investments in the event of a school closure. In the event of a school closure, the DPOS Board is authorized to make a demand on the surety to refund students' costs or to implement a train-out for students. From July 1, 2020, thru June 30, 2021, the Division made claims on three bonds and refunded \$138,574.00 to students. The Division also provides students additional resources to assist with loan forgiveness through its work with accreditors and the U.S. Department of Education.

3 4

PRIVATE OCCUPATIONAL SCHOOL BOARD

The Colorado Board of Private Occupational Schools, consisting of seven members appointed by the Governor and confirmed by the Senate have the vested authority in establishing educational standards, ethical business practices and financial responsibility and determining whether applicants (prospective schools) are qualified to operate a private occupational school. The Board meets on the fourth Tuesday of each month.

Industry Representatives

JoAnn Stevens, Secretary
Ryan Z. Minic, Vice-Chair
Barbara Kearns

General Public Representatives

Rochelle Krovitz*
Paul Garibay, Jr., Chair
Jessica Houtz

Financial Community Representative

Ellen Mary Wamser

*Term ended June 30, 2021

DIVISION

Executive Division

NUMBER OF STAFF: 10

The Executive Division ensures that the work of the Colorado Commission on Higher Education and Department of Higher Education's array of policies are coordinated, consistent, and aligned to address the goals of Colorado Rises: Advancing Education and Talent Development, the Governor's agenda, and the needs of Colorado's postsecondary institutions and students. In addition, this division manages the strategy and advocacy efforts on legislative proposals, introduced or conceptual, that impact higher education. Finally, the division coordinates all "outward facing" messaging, publications, and communications to ensure clarity and transparency in postsecondary education in Colorado.

Below are the primary responsibilities of the division:

- Coordinates all higher education legislation, proposed and conceptual. Serves as nonpartisan subject matter experts on statewide postsecondary policy issues.
- Develops and coordinates all internal and external communications on Commission and Department activities and priorities.
- Serves as in-house "publishing house" for all annual reports and publications.
- Manages all CORA requests.
- Office of Industry Partnerships advocates for the creation and growth of a wide-ranging spectrum of relationships among industry partners, higher education institutions and student stakeholders. The office promotes and encourages practical workplace experiences like student internships, cooperative education and apprenticeships that complement academic programming.
- The outreach team connects students, parents, counselors, and others to help individuals prepare for, enroll in, and succeed in postsecondary education. The outreach team works closely with the Colorado Workforce Development Council and other state agencies on My Colorado Journey, a key tool for student outreach.
- StudyColorado is an initiative that supports public and private higher education institutions with their internationalization efforts. Started by an executive order from the Governor, StudyColorado works with representatives at Colorado's colleges and universities who focus on international recruitment, international admissions, student and scholar services and study abroad. StudyColorado's primary goal is to market Colorado as a higher education destination for students around the world. In so doing, StudyColorado promotes diversity at our institutions and helps our students prepare for a global workplace. In addition to the direct benefits to students and institutions, international students contribute over \$400 million annually to Colorado's economy.

KEY PROGRAMS AND INITIATIVES

Communications

- Leads several successful campaigns throughout the year to increase postsecondary attainment including Colorado Free Application Day/Month, FAFSA Completion, Decision Day, social determinants of student success, and more.
- Communicates on the progress of the state's educational attainment, equity, student success and progress toward affordability metrics.

Legislative

- Assists the Governor's staff in forming the postsecondary education component of the legislative agenda.
- Advocates for postsecondary legislation within the Governor's legislative agenda.
- Assists legislators in understanding the postsecondary landscape and provides answers to their specific questions.
- Manages and develops implementation of all legislative items.

Office of Industry Partnerships

- Conducts an audit of all public four-year and two-year institutions on the percentage of degree programs that have a required work-based learning component.
- In partnership with OEDIT, convenes specific industries to learn of their talent needs that higher education can address, and how state agencies can be an even better resource.
- Collaborates on the distribution of a statewide employer survey to learn of talent needs. The results of this

industry-driven and data-informed survey will guide the development of lasting solutions for increasing attainment and addressing local skill shortages.

Outreach

- Works with CWDC and other agencies to build My Colorado Journey, an innovative platform that provides personalized information to students to help them on their academic and career pathways. The team uses MCJ for much of its work with students.
- The outreach team was awarded a grant to carry out a targeted Free Application for Federal Student Aid (FAFSA) campaign, to be completed in summer 2021, which has a goal of increasing Colorado's FAFSA completion rate through in-person workshops with students.
- Also, under contract with the Colorado Department of Human Services, the outreach team works with foster youth to help remove barriers to postsecondary pathways and help them access Education and Training Vouchers (federal funding for postsecondary education).

StudyColorado

StudyColorado held a virtual international student fair—the first virtual fair specifically for Colorado institutions—and increased its advocacy efforts with Colorado businesses around the opportunities and benefits of hiring international students on "Optional Practical Training," temporary employment that is permitted under a student visa.

EXECUTIVE DIVISION

STAKEHOLDERS

- The Governor and the Governor's staff, OSPB staff, cabinet secretaries
- The Legislature, House and Senate Leadership, and members of the Joint Budget Committee, House and Senate Education Committees and associated legislative staff
- Colorado Commission on Higher Education
- Governing Board members of the state postsecondary institutions
- Chief executive officers and leadership of the state postsecondary institutions
- Communications contacts across the state's postsecondary institutions
- Media contacts
- (Outreach) Colorado students of all ages
- (StudyColorado) Colorado colleges and universities and English language schools

CONVENINGS

- Monthly convenings of the Colorado Commission on Higher Education. In consultation with chair and vice chair, sets agenda and meeting logistics, arranges for speakers and presenters, and provides follow-up per policy implementation and communication. Maintains official records of Commission proceedings and advises on statutory rules and requirements.
- Monthly convenings of CEOs. Meeting topics vary per short- and long-term concerns of the presidents and chancellors of the colleges and universities.
- Quarterly convenings of communications contacts from postsecondary institutions.
- Yearly IHE trustee convening- This year's event was virtual and featured the largest gathering of governor appointed citizens in Colorado.
- Town hall conversations/campus visits and roundtable discussions
- **Industry Partnerships-** Bi-monthly convenings of students of color with Colorado employers to learn how to improve work-based learning experiences and professional development opportunities.
- **Industry Partnerships-** Annual convening of Chambers of Commerce to hear from business members on university-industry partnerships and work-based learning goals and opportunities.
- **Outreach-** Regular convenings of parents, students and educators as to the resources available for students to enter a postsecondary pathway in order to earn a credential or degree. In the past year, the outreach team has carried out 83 webinars with students, parents, and professionals.
- **StudyColorado-** Monthly convenings of international education professionals to discuss the impacts of COVID and issues related to recruitment, travel, and retention.

DIVISION

Finance and Budget

NUMBER OF STAFF: 9

The finance and budget team is responsible for the development of state budget requests for higher education (both operating and capital construction), statewide financial aid administration, the College Opportunity Fund, and other financial policy areas such as state tuition policy, and the allocation of state funds amongst postsecondary education institutions. The team is also responsible for the daily accounting operations and compliance with state fiscal rules.

KEY PROGRAMS AND INITIATIVES

SEE HOW THE WORK OF FINANCE AND BUDGET ALIGNS WITH THE DEPARTMENT'S STRATEGIC GOALS.

Key programs and initiatives that support *Colorado Rises* strategic goals are marked with the following indicators.

1 Increase Credential Completion

3 Improve Student Success

2 Erase Equity Gaps

4 Commit to Affordability, Cost Containment, and Innovation

Implementation of a new funding formula created under HB 20-1366.

1 2 3

Successful allocation of state financial aid.

1 2 3

Revision of capital scoring criteria.

Successful implementation of Dependent Tuition Assistance Program and WICHE – Optometry Program.

Monthly convenings of CFOs and financial aid directors. Some of these convenings addressed the Department's affordability WIG to align institutions around HR, IT, procurement, and/or student information systems to help drive cost containment at institutions. 4

Submission of FY 2021-22 budget request.

1 4

Successful implementation of new COF administration IT system.

STAKEHOLDERS

The Colorado Commission on Higher Education, CCHE Fiscal Affairs and Audit Standing Committee, Financial Aid Directors, Chief Financial Officers – Higher Education Governing Boards, Higher Education Budget Directors, Colorado Joint Budget Committee Staff, Office of State Planning & Budgeting Staff, Office of the State Controller and the Office of the State Auditor, Office of the State Architect

DIVISION

Office of Educational Equity

NUMBER OF STAFF: 1*

The Office of Educational Equity establishes statewide policy, acts as a facilitator of best practices and technical assistance providers to remove equity gaps in the state. The office is committed to promoting the public value of higher education and encouraging the general public to direct funding in a way that mirrors the diversity in our state and erases racial/ethnic/income equity gaps in Colorado.

KEY PROGRAMS AND INITIATIVES

SEE HOW THE WORK OF OFFICE OF EDUCATIONAL EQUITY ALIGNS WITH THE DEPARTMENT'S STRATEGIC GOALS.

Key programs and initiatives that support *Colorado Rises* strategic goals are marked with the following indicators.

- | | |
|-----------------------------------------|--------------------------------------------------------------------|
| 1 Increase Credential Completion | 3 Improve Student Success |
| 2 Erase Equity Gaps | 4 Commit to Affordability, Cost Containment, and Innovation |

Equity Champions Coalition (ECC)

The Equity Champions Coalition (ECC) advances statewide policy and informs higher education support and services for Colorado's most vulnerable students aimed at removing educational completion gaps in the state by race, ethnicity, and income. The Coalition serves as advisors to Colorado Department of Higher Education (CDHE) by developing a collective vision and strategic direction to guide the work of the Office of Educational Equity. The ECC also works alongside CDHE to guide the implementation of high-impact strategies across institutions, collaborate on best practices, collect and analyze data and identify necessary work to continue to close gaps. This group supported the inaugural **Report on Educational Equity** in December 2020.

1 2 3 4

STAKEHOLDERS AND CONVENINGS

Equity Champions Coalition (ECC) and Rocky Mountain Association of Diversity Officers in Higher Education (ROMADOHE)

Equity Day of Dialogue, March 15, 2021

*1 FTE Equivalent (.5 dedicated staff and 5 staff members dedicating approximately 10%) + 1 FTE as of FY22

DIVISION

Student Success and Academic Affairs

NUMBER OF STAFF: 23

The Division is responsible for academic and student affairs policy development and program implementation. Specifically, the Division:

- Collaborates with public institutions in developing and implementing new policies and communicates broadly to stakeholders affected by these changes.
- Oversees academic and student success initiatives including admissions, retention, persistence, transfer, reverse transfer, remedial education, concurrent enrollment, and completion.
- Drives initiatives to get more students into college and save them money in the process through programs such as the Colorado Opportunity Scholarship Initiative, GEAR UP, and Open Educational Resources.
- Provides oversight and support for the state's 22 educator preparation programs in collaboration with the Colorado Department of Education.
- Oversees P-20 alignment efforts.
- Protects consumers through oversight of the state's private degree-granting institutions of higher education and authorization of out-of-state providers serving Coloradans.

KEY PROGRAMS AND INITIATIVES

SEE HOW THE WORK OF STUDENT SUCCESS AND ACADEMIC AFFAIRS ALIGNS WITH THE DEPARTMENT'S STRATEGIC GOALS.

Key programs and initiatives that support *Colorado Rises* strategic goals are marked with the following indicators.

1 Increase Credential Completion

3 Improve Student Success

2 Erase Equity Gaps

4 Commit to Affordability, Cost Containment, and Innovation

Colorado Opportunity Scholarship Initiative (COSI)

Created in 2014 to increase the credential, and degree completion of underserved students throughout Colorado, by focusing on affordability, access, and success for students. The Matching Student Scholarship (MSS) grant works to increase the affordability of higher education and reduce student-loan debt. The Community Partnership Program (CPP) grants provide funds to increase accessibility and student success through the CPP pre-collegiate and postsecondary programs. COSI has a persistence rate of 92% and an annual appropriation of \$7 million.

Additional accomplishments for 2021 was the launch of Finish What You Started to support adults (25+) with some college credits/no degree and the Back to Work program to support workers affected by the COVID-19 pandemic. Both of these programs will be significantly expanded (\$64 million) through the passage of SB21-232 and HB21-1330.

1 2 3 4

STUDENT SUCCESS AND ACADEMIC AFFAIRS

Open Educational Resources

- SB21-215 renews and expands the open educational resources grant program to provide \$1 million in grants to develop and replicate entire zero-textbook-cost degree programs (ZTC).
- In 2020, CDHE awarded the Governor's ZTC Challenge Winners to six OER leaders throughout the state and selected 26 new grantees, including Colorado State University Pueblo's proposal to create a Spanish Z degree (first at a 4-year IHE).
- Co-hosted the Open Ed 2020 International Conference, and the Colorado Virtual Summit, with more than 1,250 registered to attend as well as Open Ed Week with grantees and presenters from around the state.
- To date, the program has saved students an estimated \$4 million, addressed 300 courses, and reached nearly 40,000 enrolled students.

2 4

Educator Preparation

- Oversight and support of 22 public and private colleges and universities that offer educator preparation programs.
- Funded through annual appropriations and CDHE general fund.
- Developed a new process for evaluating IHEs for state-level authorization.
- In partnership with CDE, launched the Educator Preparation Report Dashboard which documents outcomes of preparation programs and candidates in their first three years in the field.
- Awarded approximately \$972,000 in stipends and fellowships to support rural educator recruitment and retention. Candidates are 3X more likely to be hired in a rural school district if they have received a \$4,000 stipend to complete their student teaching in a rural district.
- Launched an annual convening of Educator Preparation faculty focused on the implementation of best practices identified in Best in Class: Five Principles of Effective Educator Preparation.

1 2 3

Private Postsecondary Education

- Oversight and support of the state's 40+ private colleges/universities and 40+ religious training institutions; consumer protection for students that enroll in private institutions; State Portal Entity for the State Authorization Reciprocity Agreement.
- Funded through the State's General Fund and fees by the private or out-of-state institutions.
- Convene the private institutions to encourage statewide articulation agreements and other guaranteed transfer options for students.
- Work closely with public and private institutions alike when an institution closes to ensure a transfer that is as seamless as possible. Help with aligning programs from the closing institution to other institutions.

1 3

STUDENT SUCCESS AND ACADEMIC AFFAIRS

Colorado Collegiate Apprenticeship Program

- The program helps employers and students reimagine higher education through innovative apprenticeships across Colorado.
- 267 paid apprentices in 2020, with an additional 1,000 for 2021.
- Funded by a \$12 million grant from the USDOL and partners across state and local agencies.
- Workforce Development- interagency workgroups across state government, focused on finding solutions to workforce issues in areas such as long-term health, cybersecurity, and behavioral health.

1 2 3 4

Student Success Initiatives

- Colorado Free Application Day
 - All 32 state colleges and universities and several private institutions waived admission application fees for Colorado residents on October 13, 2020, as part of the third annual Colorado Free Application Day.
 - 56,896 total applications submitted, representing more than \$2.3 million in application fee savings, 44% submitted by students of color, almost 30% were submitted by first-generation students.
- Colorado Reverse Transfer
 - A process that began in 2014 allows students who transferred from a Colorado two-year institution to a four-year institution to combine credits and apply them toward an associate degree.
 - Through seven rounds, Reverse Transfer has awarded 2,350 total associate degrees.
- Colorado GEAR UP
 - GEAR UP is a national, federally funded pre-collegiate grant program that is designed to increase the number of low-income students who are prepared to enter and succeed in postsecondary education. The program is in 15 Colorado high schools and has a seven-year grant cycle (2018-2025).
 - Highlights include:
 - Recruited 1250 new 9th-grade students.
 - 290 students participated in virtual summer programs during COVID.
 - 523 students enrolled in 655 Concurrent Enrollment courses and earned a 90% pass rate.
 - The percent of 9th-graders passing Algebra 1 increased from 79% to 87%.

1 2 3 4

STUDENT SUCCESS AND ACADEMIC AFFAIRS

Academic Affairs

- Manage ongoing academic initiatives, advise institutions on academic policy, and ensure compliance with legislative and commission directives.
 - Maintain and expand general education transfer core coursework (GT Pathways): More than 1,200 courses approved for statewide transfer- statewide degree transfer agreements (38 and counting), credit for prior learning policies, developmental education policies, etc.
 - Plan, advise, and provide technical assistance on potential and introduced legislation and commission/departmental initiatives; implement enacted legislation related to academic affairs and revise CCHE policies as needed.
- Partner with regional and national organizations on initiatives to drive longer-term change connected to *Colorado Rises* and governor's priorities; lead projects funded by external sources.
 - Education Commission of the States/Strong Start to Finish- continue developmental education reform efforts- \$300,000
 - Lumina foundation- implementation of HB 20-1002- \$25,000
 - Strada Education Network Recovery Incubator work to advance work-based learning, credit for prior learning, and development of sub-baccalaureate credentials and pathways- \$250,000
- Review new and modified academic programs from institutions and provide recommendations to the Commission as required by statute and policy.
- Serve as designated consumer advocates for the Department of Higher Education.

1 2 3



Future Forward

2021 ANNUAL REPORT

While we're proud
of what we've
accomplished this year,
we're not done yet.

While *Colorado Rises* gives us a firm foundation
for our work, we aren't afraid to think bigger.
We aren't afraid to ask the hard questions,
create innovative solutions or aim for the moon.

Here is a sampling of what's in store.



Hire a Chief Educational Equity Officer (CEEEO)

The General Assembly generously approved our request to fund this position, so we're moving full speed ahead to recruit top talent and onboard by August. This position supports the Department's equity diversity and inclusion goals and promotes the vision of a Colorado higher education community that is inclusive and deliberate in erasing the persistent equity gaps in educational attainment across all student demographic categories. The CEEEO serves as an internal and external ambassador for Colorado postsecondary educational equity initiatives and student success outcomes through equity-minded strategic planning, data analysis, and best practice guidance. This position is responsible for providing an in-depth understanding of how these goals and concepts further our strategic priorities and for developing a unique program that integrates EDI into the CDHE culture, department strategies, and operations while driving improvements in educational disparities to the benefit of Coloradans.

Social Determinants of Student Success

In response to the increasing challenges faced by students related to various social determinants of student success, CDHE developed checklists of best practices for institutions of higher education around food security and the mental health needs of students. These Hunger Free and Healthy Minds campus checklists aim to create a statewide framework and thought community for all partners to support student success around this topics. Colorado colleges and universities used the checklists to implement four core programs and six focused initiatives to receive designation. In June 2021, we announced that four institutions of higher education—Colorado State University, Colorado State University Pueblo, Fort Lewis College, and Metropolitan State University of Denver all earned Hunger Free and Healthy Minds designations for their work to end hunger and address the mental health needs of their students. Our goal is for all our public colleges and universities to be designated as Hunger Free and Healthy minds campuses. Next we're looking at transportation and housing insecurity.

Implement Legislation

In the coming fiscal year, staff will work to implement HB21-1330 (Higher Education Student Success). The law authorizes federal American Rescue Plan dollars for students, postsecondary institutions, and other entities that fit into the postsecondary pipeline, with a focus on re-engaging students to earn the degrees they started to improve their earning power.

The bill implements student success strategies across the state and charges the Colorado Commission on Higher Education (CCHE) with reimagining the role of postsecondary institutions, through a Future of Higher Education Task Force to review:

1. Role and mission, and service area of each institution,
2. Leveraging best practices and data in student success interventions and developing responsive and equitable postsecondary pathways,
3. Strategies to leverage future federal higher education reforms such as making the first two years of college tuition-free, and
4. Ways to reduce overlap and provide efficiencies to meet workforce needs.

The task force will provide a report of recommendations by Dec. 15, 2021, to the public, CCHE and the General Assembly.

Set Moonshot Goals and Aim for the Stars

More than 50 years ago, U.S. President John F. Kennedy captured the world's imagination when he said, "This nation should commit itself to achieving the goal, before the decade is out, of landing a man on the moon and returning him safely to the Earth." And thus, the term moonshot entered the lexicon as shorthand for "a difficult or expensive task, the outcome of which is expected to have great significance."

Moonshot goals put a stake in the ground — specifying what you want your core business to look like, what adjacent markets you want to edge into, and the moonshots you'll try for.⁹



A good moonshot has three ingredients.

- First, it inspires.
- Second, it is credible.
- Finally, it is imaginative.

DEPARTMENT

- Data sharing is facilitated across the state in a more holistic, well-governed, responsible way through the establishment of a state data/analytics office that operates across agencies. This would reduce duplication efforts in agencies and allow agencies to more efficiently harness data to inform policy and practice
- Future of higher ed summit

INSTITUTIONAL

Every campus is powered by renewable energy by 2030

⁹ <https://hbr.org/2013/05/what-a-good-moonshot-is-really-2>



STATEWIDE

Postsecondary education is accessible and affordable for ALL Coloradans

- Significantly reduce the equity disparities in credential completion
- Race/ethnicity of Colorado teachers reflects that of the Colorado student population
- Every two-year college has a bridge to a bachelor's degree program with a 4-year institution
- Eliminate the cost to students of textbooks and course materials
- Increase enrollment of foster youth, veterans and refugees in postsecondary options through tuition and fee waivers

All campuses have the student success support they need

- Every campus is hunger-free by 2025
- Colorado is recognized as the leading state in successfully serving students with disabilities in higher education
- Every campus has a childcare center/early learning facility for faculty, staff, students and community; childcare capacity within a certain radius.
- Address housing insecurity for Colorado students

Reduce by half “some-college no degree” by 2026

- All credentials are transferable and have work-based learning attached
- Cluster – all learning counts toward credential; transferability transparency
- Eliminate traditional developmental education
- Invest in evidence-based direct and indirect support for students

Colorado businesses hire more Colorado graduates because they are prepared for the workplace

- Every degree program has an early-career connected work-based experience
- Colorado becomes the premier state in the nation for innovative practices around digital identity and seamless connections between credentials and skills (via blockchain, learning, and employment records, myColorado, MCJ/Data Trust, etc.)

Colorado becomes one of the top states for attracting international students, bringing in hundreds of millions more dollars to help keep tuition low for Colorado students



"Thank you to Gov. Jared Polis, the Colorado General Assembly and Joint Budget Committee for this year's investment in more equitable higher education funding. In the aftermath of a difficult year, Colorado's future looks vibrant as we repair, rebuild and reimagine our education, training and workforce systems. Thank you to our higher education institutions for innovating, leading and persevering and to the partners and stakeholders that support, elevate and amplify our work. Let's continue to work together to do big, bold things."

■ Dr. Angie Paccione, Executive Director



Appendix

2021 ANNUAL REPORT

CollegeInvest

This year, CollegeInvest awarded more than \$1.2 million in non-taxpayer dollars to Colorado families who are saving for their child's higher education goals.

Governor Polis signed a Child Savings Account bill (HB19-1280) which provides \$100 to every child born or adopted in the State of Colorado on or after January 1, 2020. A little over a year later, CollegeInvest has awarded the \$100 contribution to 1,181 families and the number grows daily. These enrollment trends are in line with the launch of similar programs in other states and appear to be on track to exceed them. Most states with these programs require the parents to open the account before the child's first birthday. The CollegeInvest program is unique in that it gives them additional time, up to the child's fifth birthday. This additional time is a huge advantage to Colorado families.

CollegeInvest's Matching Grant Program is focused on low- and middle-income families, providing them with an incentive to save for college. CollegeInvest matches up to \$500 a year and families can earn up to five awards for a total of \$2,500. Colorado families must fall at or below 400% of the federal poverty limit. For the 2019-2020 program year, there were 1,332 families for a total of \$638,720 awarded funds. The awards were added to their accounts in March 2021. The application period for the 2020-2021 program year ran from October 15,, 2020, through January 31, 2021. CollegeInvest exceeded their goal of 1,300 applications of eligible applications with 1,401, the largest cohort in our history. Contributions made during the 2021 calendar year will be matched in March 2022.

The 529 Scholarship targets families that make too much money or have too many assets to qualify for federal financial aid. Missing out on financial aid makes it difficult for these families to pay for college without assistance. In November 2020, CollegeInvest gave out 251 awards for a total of \$502,000.

The Employer Contribution program growth has continued in spite of the pandemic as small businesses take the opportunity to help their staff and take advantage of the tax credit. A record high of 213 employers enrolled in the program. Since the passing of the tax law, employers have contributed a total of \$1.4 million into 640 employee owned CollegeInvest accounts.

■ **View the CollegeInvest Board of Directors:**

<https://www.collegeinvest.org/about-collegeinvest/board-of-directors/>

History Colorado

LOCATIONS



History Colorado Center
Denver, CO



Center for Colorado Women's History
Denver, CO



El Pueblo History Museum
Pueblo, CO



Fort Garland Museum & Cultural Center
Fort Garland, CO



Fort Vasquez
Platteville, CO



Georgetown Loop Historic Mining &
Railroad Park
Georgetown, CO



Healy House Museum & Dexter Cabin
Leadville, CO



Trinidad History Museum
Trinidad, CO



Ute Indian Museum
Montrose, CO

This past year History Colorado learned that they cannot respond to a crisis in the same ways that they respond to problems. Crises require new tools. These tools—such as virtual programming, more human-centered connectivity even while social distancing, an anti-racism framework—have helped form an ideal of what a twenty-first-century historical society can be. In reflecting on the past year, History Colorado has fully shown up in the moment, and here are just a few of the successes during this otherwise difficult time:

- Doubled audiences for popular adult education programs
- Accessioned collections from 49 of 64 Colorado counties
- Opened 18 exhibitions across multiple History Colorado museums interpreting a diversity of topics from American Democracy to Borderlands, from John Denver and Aprons to Colorado Women's Vote
- Created new Hands-On History programs throughout the state that provide safe, educational childcare for working families when students are not in school
- Nearly 80,000 users accessed the website in April, an all-time record that they expect to exceed as soon as more recent data becomes available.
- Attendance on Mother's Day at the History Colorado Center jumped 57% from 2019 and was more than 12% above the five-year average.

■ **View History Colorado's board and leadership:**

<https://www.historycolorado.org/board-and-leadership>



THE ROADMAP

TO CONTAINING COLLEGE COSTS

AND MAKING

COLLEGE AFFORDABLE

1

IN THE SHORT TERM

We are taking immediate steps in partnership with institutions to contain costs and support students.

2

IN THE MEDIUM TERM

We will work with institutions to address underlying structural issues that perpetuate a higher education system that is out of reach for many Coloradans.

3

IN THE LONG TERM

We will review systemwide designs and structures that make it difficult for institutions to cut costs and work with institutions to increase innovation and improve outcomes for students.



SHORT TERM MEASURES

- Increase transparency, accountability, and efficiency of institutional costs
- Work with institutions to set affordability and outcome goals without sacrificing quality
- Lower textbook and course material costs
- Reduce cost and time-to-degree or credential through expanding access to Concurrent Enrollment and other programs
- Support investments in need-based financial aid and wraparound supports that can improve student outcomes
- Support institutional efforts to connect students to public benefits
- Work with school districts and local communities to broaden access to existing federal student aid
- Help students manage debt while transitioning into the workforce
- Explore opportunities to reduce health care costs

MEDIUM TERM MEASURES

- Implement comprehensive institutional reporting on costs and outcomes
- Promote and scale institutional energy management initiatives
- Integrate more cost containment considerations into CCHE's capital request process
- Accurately identify and count credentials of value
- Restructure degree programs to include work-based learning experiences
- Lower health care costs by making insurance and prescription drugs more affordable

LONG TERM MEASURES

- Be bold with the future of higher education
- Pursue innovation that fosters new delivery models
- Build and strengthen industry partnerships

Private Occupational Schools

160 Driving Academy
 A Plus Real Estate School
 Academy for Dental Assisting Careers
 Academy of Advanced Beauty, Inc.
 Academy of Cosmetology Arts
 Academy of Massage Essentials
 Academy of Natural Therapy
 Accent Beauty Academy, LLC
 ACE Surgical Assisting, Inc.
 Aceable Real Estate School
 ACI Learning
 ACRE School
 Acuity Institute LLC
 Advanced Therapy Institute of Touch, LLC
 Alandi Ayurveda Gurukula
 Allure Academy
 American Dream Real Estate School
 American Institute of Dental Assisting
 American Real Estate College
 American School of Dental Assisting
 American School of Real Estate Express
 Apex College of Veterinary Technology
 Aplmed Academy, Inc.
 Appraisal Institute
 Arch Dental Assistant Academy
 Armbrust Real Estate Institute
 Aspen Massage Institute
 Assist To Succeed
 At-Home Professions
 Atma Buti
 Auguste Escoffier School of Culinary Arts
 Aurora College
 Avalon Institute
 Aveda Institute Denver
 Avila's Barber School
 Ayurved Sadhana Vidyalaya
 Barbizon School of Modeling &
 Personal Improvement D
 Barnett Bicycle Institute
 Bartending School, Inc., The
 BASI Pilates
 Be Here Now Massage. Yoga. Bodywork. LLC
 Bear Heart School of Massage
 Beautiful You Skincare Academy
 Beauty Mark
 Bel-Rea Institute of Animal Technology
 Berkana Institute of Massage Therapy
 Blackfox Training Institute, LLC
 Blades & Fades Barber Academy
 Blue Light LLC
 Boulder Massage Therapy Institute
 Career Coders, LLC
 Careers World Wide
 CDL Certifiers/CDL Trainers
 CDL Safety School
 Center Beauty College
 Centriq Training
 Cheeks Beauty Academy
 Cinco Brothers Barber School
 Classy Pet Grooming School

Cloverleaf University
 Colorado Academy of Veterinary Technology
 Colorado Advanced Esthetics
 Colorado Beauty College
 Colorado Crane Operator School
 Colorado Dental Assistant Academy
 Colorado Institute of Massage Therapy
 Colorado Media School
 Colorado Real Estate School
 Colorado School for Family Therapy
 Colorado School of Animal Massage
 Colorado School of Clinical Herbalism, Inc
 Colorado School of Energy Studies
 Colorado School of Healing Arts
 Colorado School of Trades
 Colorado Springs School of Massage
 Colorado Trucking College, LLC
 Commercial Vehicle Training Center
 CompTIA Tech Career Academy
 Concorde Career College
 Cook Street School of Culinary Arts
 Cosmo Beauty Academy
 Crestone Healing Arts Center
 Cuttin' Up Beauty Academy
 Dental Careers of Colorado, LLC
 Denver Ad School
 Denver Dental Assistant School
 Denver Integrative Massage School (*aka The School of Botanical & Medical Aesthetics*)
 Designing Beauty Academy
 Digital Workshop Center
 Dogs Own Grooming School
 Dr. Ida Rolf Institute
 Elevate Salon Institute
 Elysian Academy of Cosmetology
 Empire Beauty School
 Empire Real Estate School
 Essentials Therapeutic Massage School
 Excel Driver Services
 Executive Security International, Ltd.
 Flatiron School
 Fort Collins Academy of Bartending
 Frequent Flyers Productions, Inc.
 Frying Pan Anglers Guide School
 Full Circle School, Inc.
 Functional Strength Pilates
 Galvanize, Inc.
 General Assembly
 Giving Touch, The
 Gobbell Hays Partners, Inc.
 Hair Fusion Training Institute
 Headwaters Institute
 Healing Spirits Massage Training Program
 Helten Institute of Real Estate
 Development dba HIRED Schools
 Heritage School of Interior Design
 Higher Elevation Healing Arts School, LLC
 Homeopathy School International
 IBMC College
 Independent Electrical Contractors

Rocky Mountain
 InspectionGo Academy
 Institute for the Psychology of Eating
 IntelliTec College
 International Academy of Elite
 Esthetics & Micropigmentation
 International Guide Academy
 International Salon and Spa Academy
 Internet Technology University
 Jack Zamora MD Aesthetic Institute
 JC Styles Salon Academy
 John Casablancas Modeling and Career Center
 Josh Lyons, LLC
 Kaplan Financial Institute- D
 Kaplan Real Estate Education
 KMG Academy
 Lang Institute for Canine Massage
 Lash & Company
 Lash Blvd
 Life Time Academy
 Lincoln College of Technology
 Lizzie's Beauty Shop
 Lotus Education Institute
 LSO Training
 MacIntosh Real Estate School, Inc.
 MANA Collaborative Beauty
 Studio + Training Center
 Max International Beauty School
 Mbiton LLC dba American
 Home Inspectors Training
 Mbiton LLC dba Mbiton Learn Real Estate
 McIver Real Estate School
 McKissock, LLC
 Medcerts, LLC
 Medical Sales College
 Medisense
 Mile High Modern Beauty Academy
 MountainHeart School of
 Bodywork & Transformation
 Myofascial Release Seminars
 National Beauty College
 National Institute for Medical
 Assistant Advancement
 National School of Dental Assisting
 New Dimensions Beauty Academy
 Northern Colorado Advanced
 Aesthetics Academy
 Northern Colorado College of Real Estate
 Northern Colorado Truck Driving Academy
 NuAge Para-Medical Esthetics & Laser College
 Nutrition Therapy Institute
 OCL Financial Services LLC
 dba OnCourse Learning
 Palmer School of Floral Design
 Paragon Culinary School
 Parelli Natural Horsemanship University
 Paul Mitchell The School
 Permanent Makeup Aesthetics Academy
 Pharmakeia Pre-Pharmaceutical School, LLC
 Phlebotomy Training Specialists

Phoenix Strategies, Inc.	Semion Academy	Transpersonal Hypnotherapy Institute
Pikes Peak School of Real Estate	She She University	Tresses Studio
Pilates Career Institute	Skill Distillery	Tuana European Beauty Academy
Pima Medical Institute	Solar Energy International	Tulsa Welding School
Pueblo School of Cosmetology	Spartan College of Aeronautics & Technology	Turing School of Software & Design
Real Estate College of Colorado - Front Range	Springs Truck Driving School	U.S. Career Institute
Real Estate Training Center	Stacey James Institute	UHealth School of Radiologic
Rock Creek Laser & Esthetics Institute	Starkey International Institute for	Technology - Memorial Hospital
Rocky Mountain Electrical Training Institute	Household Management	United Beauty College
Rocky Mountain Laser College	Swift Driving Academy	United College of Health and Beauty
Rocky Mountain Ortho-Bionomy Center	Tave's Nail Academy	United States Truck Driving School, Inc.
Rocky Mountain Real Estate School, LLC	The CE Shop, LLC	United Training Academy
Rocky Mountain School of Animal	The New Colorado Outdoor	United Training Academy
Acupressure and Massage	Adventure Guide School	Vail Institute of Pilates
Rocky Mountain School of Dental Assisting	The Pilates Center	Vail Valley Dental Assisting School
Royal Academy of Surgical Assisting, Inc.	The Rita B Institute	Van Education Center
Ruseto College	The Salon Professional Academy	Vegan Fusion Culinary Academy
SAGE Technical Services	The School of Tennis Management	Victoria James Salon Spa School
School of Floral Arts, LLC, The	The Vertical Workshop Inc.	Well Animal Institute LLC dba K-9 Smiles
School of Inner Health	The White Magnolia Advanced	Westland Beauty Academy
School of Natural Cookery, The	Skin Care Institute	World Wide College of Auctioneering, Inc.
SecureSet Academy	TIGI Hairdressing Academy Legacy	WyoTech

Private 4-Year Higher Education Institutions

AdventHealth University	Fox Institute for Creation Spirituality	Platt College
Arizona College of Nursing	Front Range Bible Institute	Regis University
Artios Christian College	Gateway Seminary	Relay Graduate School of Education
Asbury Theological Seminary	Global Prayer School	Rocky Mountain Bible College and Seminary
Aspen University Inc	Harvest Bible College	Rocky Mountain College of Art and Design
Augustine Institute	Harvest University	Rocky Mountain School of Ministry & Theology
Bear Valley Bible Institute	Holmes Institute	Rocky Vista University
Bellevue Christian College and Bible Seminary	Iliff School of Theology	Sangre de Cristo Seminary
Capella University	Institute of Taoist Education and Acupuncture	School Of the Prophets Christian University
Central American Theological Seminary	International Baptist College and Seminary	Southwest Acupuncture College
Chambers College	International Reformed University & Seminary	Southwestern Assemblies of God University
Charis Bible College	Johns Hopkins University	St. John Vianney Theological Seminary
Christian Learning Institute	Johnson & Wales University	Strayer University
Christian World Mission College	Lesley University	SUM Bible College and Theological Seminary
College for Financial Planning	Liberty University	Summit Christian College
Colorado Christian University	Loyola Institute for Ministry, Loyola University	Taft University System
Colorado College	New Orleans	The Iliff School of Theology
Colorado School of Traditional Chinese	Loyola University in Maryland, The Montessori	The King's University
Medicine	Institute	The New Aspen Christian College & Seminary
Colorado Technical University	Master's International University of Divinity	The Way International, Camp Gunnison, Inc.
Colorado Theological Seminary	Miami University	University of Denver
Columbia College, Denver Campus	Naropa University	University of Maryland Global Campus
Denver College of Nursing	Nazarene Bible College	University of Phoenix
Denver Seminary	New Geneva Theological Seminary	Veritas College International
DeVry University	Newman University	Webster University
ECPI University	Norwich University	William Tennent School of Theology
Embry Riddle Aeronautical University	Nova Southeastern University	Yeshiva Torah Institute
Emporia State University School of Library and	Patriot Bible University	Yeshiva Toras Chaim Talmudical Seminary
Information Management	Pittsburgh Theological Seminary	

■ **View an interactive map of Colorado Colleges and Universities here:**
<https://cdhe.colorado.gov/students/attending-college/colleges-universities>



COLORADO

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FOR MORE INFORMATION

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