

CCHE Strategic Plan January 2023

CCHE's Place in the CO Postsecondary Ecosystem

Set vision, coordinate policy, & develop success benchmarks - not to govern IHE operations

- **CCHE is:** the central policy and coordinating board for Colorado's system of public higher education - representing all stakeholders in the postsecondary ecosystem, with learners at the center
- **CCHE is not:** a governing board nor executive or operational leadership for any postsecondary institution in Colorado

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

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

CCHE Strategic Planning Process

In February 2022, CCHE created a working group to lead our strategic planning process. The working group has been meeting weekly, updating the full commission monthly, and periodically engaging local education stakeholders and national experts listed below as we continue to develop and refine potential elements of our Strategic Plan. CCHE is now meeting with community and business leaders to seek their feedback as well.

- Institution CEOs
- Institution Chief Financial Officers
- Governing Board Trustees
- Academic Council
- Colorado Faculty Advisory Committee
- Campus Communicators Group
- Student Leaders
- Statewide Advisors for Student Success
- Concurrent Enrollment Advisory Board
- Independent Higher Education of Colorado
- Data Advisory Group
- Equity Champions Coalition
- General Education Council
- Admission Council
- COSI Board of Advisors
- Mamie Voight, Institute for Higher Education Policy
- Scott Jensen, RIPL
- Michael Itzkowitz, Third Way
- Jeff Strohl, Georgetown CEW
- Rachel Romer Carlson, Guild Education
- Jamie Merisotis, Lumina Foundation
- Chauncy Lennon, Lumina Foundation
- TeRay Esquibel, Ednium, the Alumni Collective
- Nate Cadena, Denver Scholarship Foundation
- Preston Cooper, Freopp
- Iris Palmer, New America
- Lynn Pasquerella, AAC&U
- Scott Cheney, Credential Engine
- Jon Furr, Education Systems Center, NIU

*“Higher education has long been focused on issues of college access, then the field shifted to a focus on completion, now we’re in a **new wave** of postsecondary policy development that is **focused on value**”*

-Mamie Voight, Institute for Higher Education Policy

Strategic Goal

Increase the number of Coloradans benefiting from **valuable** career skills, obtained while in high school or via postsecondary education, that **–at a minimum–** enable additional lifetime earnings greater than the cost of attendance.

Increase

Huge Opportunity for Colorado

CO has one of the most capital efficient public postsecondary education ecosystems in the nation AND we need it to continue to evolve to open many more doors so that many more learners can benefit from a valuable postsecondary education.

CO Learners

Earn Postsecondary Credential	31%
Enroll in Postsecondary, Don't Earn Credential	22%
Don't Enroll in Postsecondary	34%
Don't Graduate High School	13%

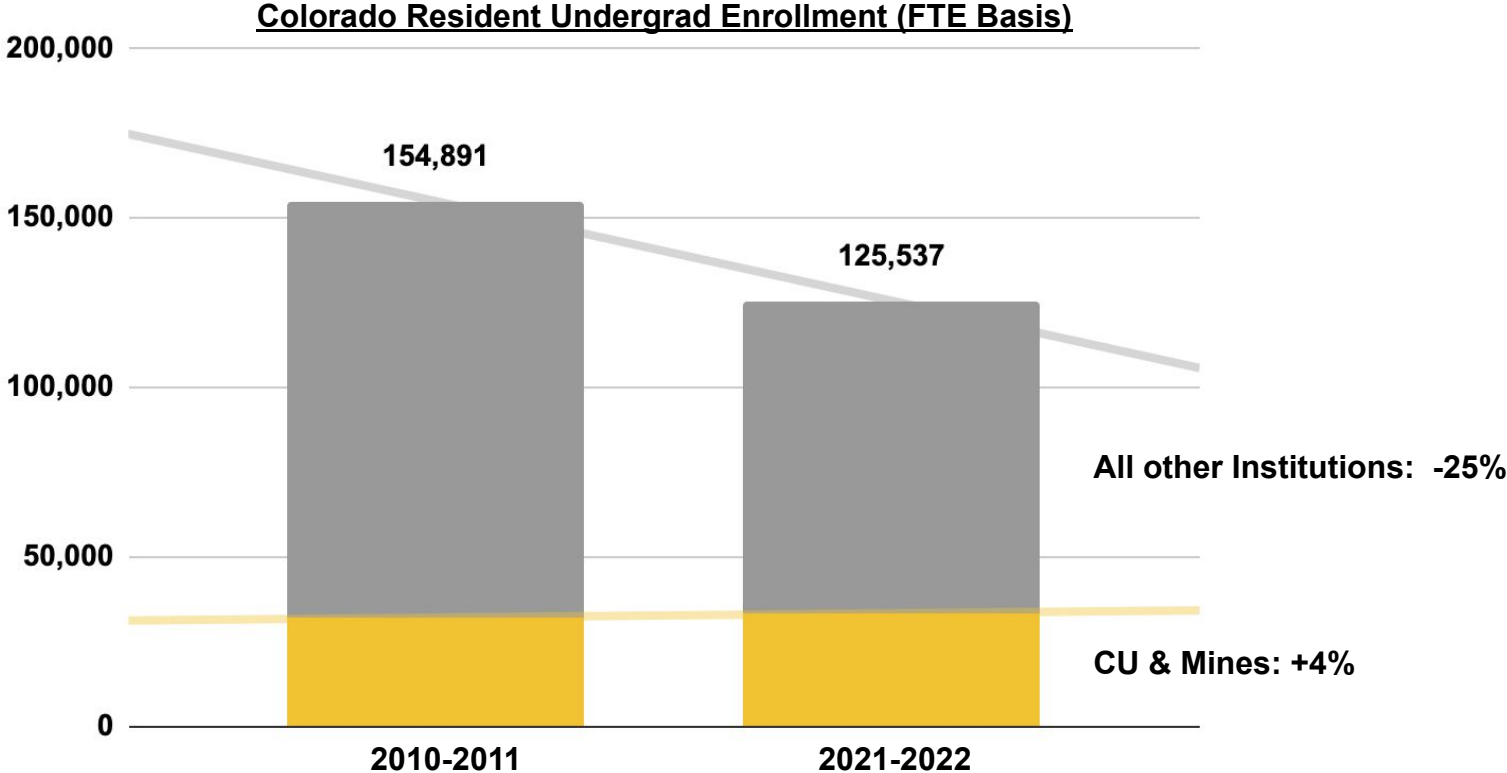


**Critical opportunity for CO
Postsecondary ecosystem**

Meeting the needs of the **~56% of learners** who graduate high school but don't earn a valuable postsecondary credential is a huge opportunity for Colorado.

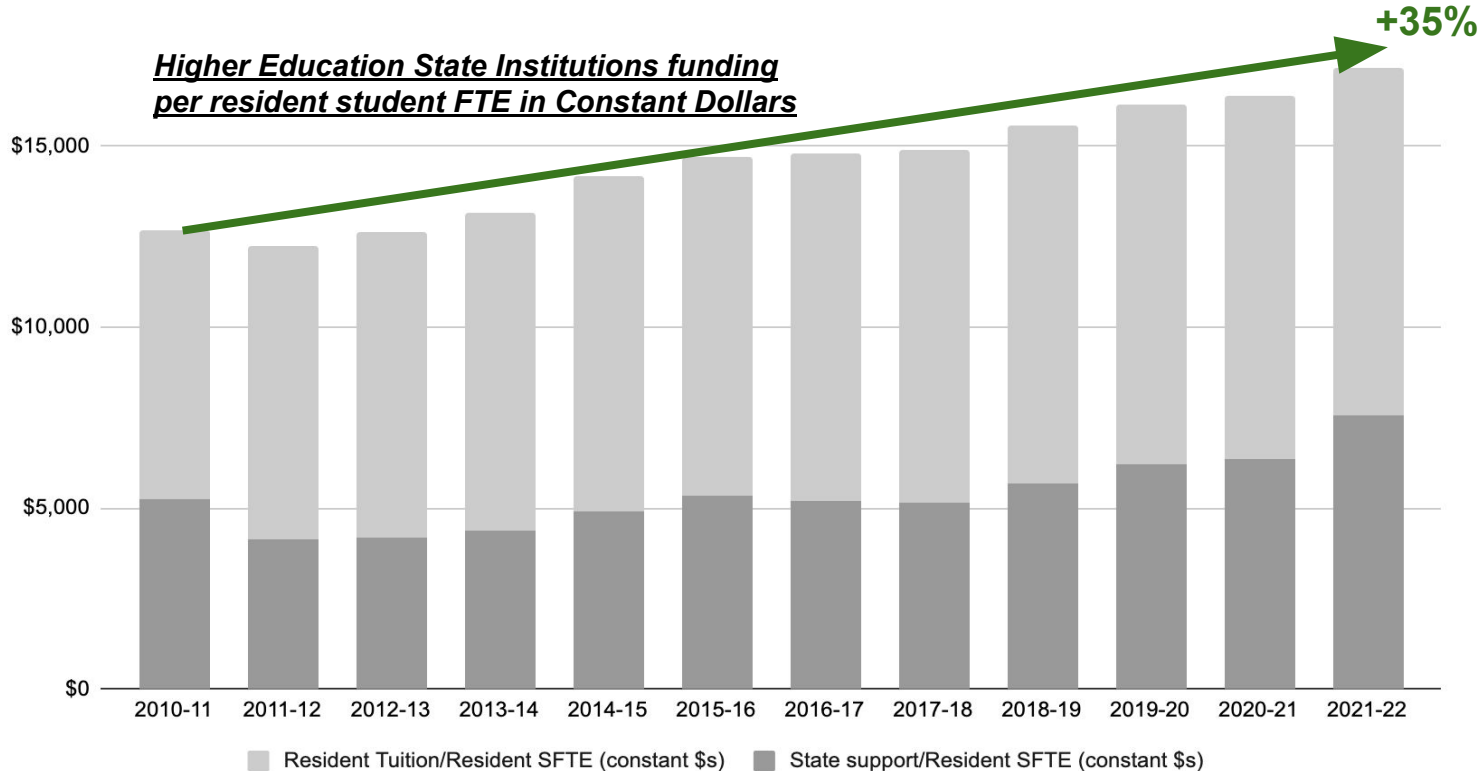
Colorado Resident Undergrad Enrollment

Since 2010, Resident Undergrad Enrollment (FTE Basis) has declined by 19%, resulting in ~30K fewer learners.



Colorado Higher Education Funding per Student

Per the recent JBC Staff Budget Briefing Report, driven by the erosion in enrollment, Higher Education State Institutions funding per resident student FTE has increased by 35% in inflation adjusted dollars since 2010.

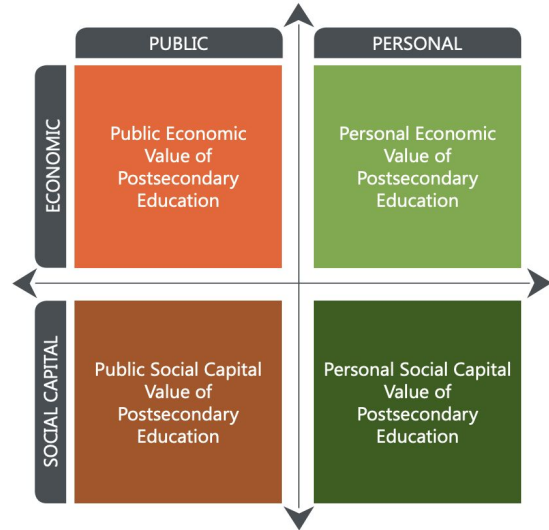


Valuable

Postsecondary Value - Focus on Outcomes

CO can leverage the work of national postsecondary education leaders codifying the personal and public components of postsecondary value to evolve our focus to outcome measures aligned with learner objectives.

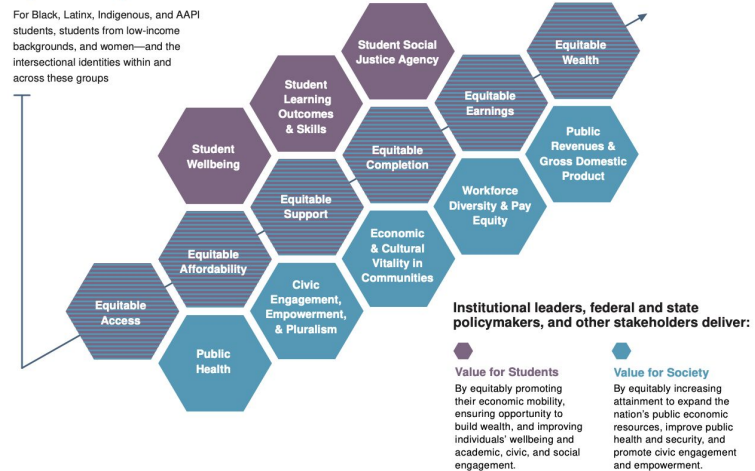
Post Collegiate Outcomes Framework



Postsecondary Value Commission Framework

Pipeline to Equitable Value

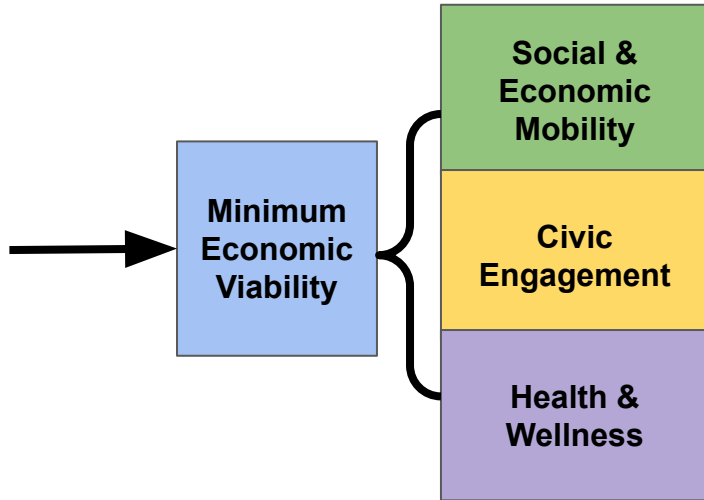
For Black, Latinx, Indigenous, and AAPI students, students from low-income backgrounds, and women—and the intersectional identities within and across these groups



The #1 reason learners pursue postsecondary education is to improve their career opportunities and economic mobility.

**At a
Minimum**

Minimum Economic Viability is a Gateway to Value



- Postsecondary education provides a **plethora of important benefits** for learners and our state
- However, **learners** will often **choose not to enroll or fail to persist** based on **economic** factors
- This is **especially true for students from backgrounds with fewer economic resources** who cannot afford to suffer financially from their education
- **Without enrollment and persistence**, learners and our state **do not have the opportunity to enjoy the non-economic benefits** of postsecondary education

Postsecondary education which does not meet a minimum threshold of economic value is analogous to **unpaid internships / summer jobs**. While unpaid internships offer **beneficial work experience**, they are **not a viable option for many** - especially those from backgrounds with fewer economic resources.

Economics are a Key Driver of Learner Engagement

The past 15 years offer an important lesson in the key role economics play in learners' decisions to enroll in and persist through postsecondary education.

Changes in CO Resident Undergraduate Enrollment 2007-2022 (FTE basis)

- 2007 - 2010 (*Great Recession*): **+23,144** **+18%**
- 2011 - 2018 (*Economic Recovery*): **-17,474** **-12%**
- 2019 - 2022 (*Wages Spike, COVID*): **-11,454** **-9%**

Learner Economics:

△ Lifetime Earnings - [(Net Tuition & Fees + Foregone Wages) * Time to Complete]

note: many Colorado learners from low income backgrounds pay \$0 of Net Tuition - to understand cost of attendance, it is important to consider opportunity costs in the form of foregone wages from reduced workforce time while in school.

Strategic Pillars

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1. Identify and **Improve Pathways not yet enabling an ROI > 0**
2. Amplify Proven Strategies which **Enable More Learners to Succeed** in Valuable Pathways - Especially Historically Underserved Populations
3. **Ignite Workforce-Postsecondary Collaboration, Alignment & Co-Creation** on New, Valuable Pathways