

Colorado's Strategic Vision for Postsecondary Learning & Workforce Success

Plan to Update and Retool Colorado's Strategic Plan
for Higher Education

February 24, 2022

CCHE Statutory Authority

C.R.S. 23-1-108 Duties and powers of the commission with regard to system-wide planning:

(1) The commission, after consultation with the governing boards of institutions and as a part of the master planning process, shall have the authority to:

(a) Establish a policy-based and continuing systemwide planning, programming, and coordination process to affect the best use of available resources; and

(b) Establish such academic and vocational education planning as may be necessary to accomplish and sustain systemwide goals of high quality, access, diversity, efficiency, and accountability. Such planning shall include identification by each governing board of programs of excellence at institutions under their control and plans for enhancement and improvement for those programs.

What is the Statewide Strategic Plan?

- **A Guiding Vision:** Encourages alignment around key statewide goals and metrics
- **A Policy Framework:** Provides a vision and blueprint for the Commission's policy actions and institutions' approaches.
- **A Commitment:** Makes a commitment to pursue policies that are learner-centered and will make Colorado's postsecondary ecosystem the best it can be.

Recent CCHE Strategic Plans

Colorado Competes:

A Completion Agenda for Higher Education

2012 Strategic Goals:

Increase Attainment: Increase attainment by at least 1,000 new certificates and degrees each year.

Improve Student Success: Improve student success through better outcomes in basic skills education, enhanced student support services and reduced average time to credential.

Reduce Gaps: Enhance access to ensure that the system reflects the changing demographics of the state while reducing attainment gaps among students from underserved communities.

Restore Fiscal Balance: Develop resources that will allow public institutions of higher education to meet projected enrollment demands while promoting affordability, accessibility and efficiency.

Colorado Rises:

Advancing Education and Talent Development

2017 Strategic Goals:

Increase Credential Completion: Increase completions by 9,200 per year on top of natural growth.

Erase Equity Gaps: Increase annual credential completion, certificate completion, and high-demand credential completion by minority and low-income students.

Improve Student Success: Increase persistence and retention and decrease time to degree.

Invest in Affordability and Innovation: To promote affordability and increased attainment, increase public investment in student success, decrease average undergraduate federal student debt, and increase innovation.

66% by 2025

Both strategic plans set an attainment goal to increase the percent of adult Coloradans who hold a high-quality postsecondary credential to 66% by 2025.

2022 Strategic Plan Working Assumptions

Content Related Assumptions:

- Ensure that the report a) creates a shared, actionable vision for postsecondary success for Colorado, b) enumerates the key drivers of progress toward that vision which are within the span of control of stakeholders, and c) evolves historic measures to better tell the story of outcomes for Colorado learners.
- Focus on student success/outcomes and recognize the changing demographic profile of Colorado postsecondary learners.
- Build upon previous CCHE Strategic Plan efforts (*CO Competes* and *CO Rises*) but remain open to exploring the needs of Colorado's learners in the changing economic context and the post-COVID economy.
- Incorporate the vision and spirit of the 1330 *Student Success & Workforce Revitalization Report*. Specifically, the Working Group will rely on the policy frame developed through the extensive 1330 public process as a launching point for its vision/objectives conversation.

Process Related Assumptions:

- Act boldly, laser focus on students first, and measure actionable outcomes.
- Create and empower a Working Group of CCHE members to develop the process, components, and discussion drafts for more comprehensive discussion and feedback with CCHE and other stakeholders.
- Conduct a fast paced, dynamic process in order to complete the report by Fall of 2022 in an open, transparent manner.
- Work collaboratively with key stakeholders including Colorado's IHE ecosystem and its members, business, and other regional community leaders. Identify and appoint key "Stakeholder Leads" who assist the working group in seeking and fielding public comment and input.

2022 CHE Strategic Plan Working Group

The Working Group will drive the process and serve as a liaison between the full Commission, the Department, institutions and stakeholders.

Commissioners:

Berrick Abramson
Sarah Hughes
Josh Scott
Eric Tucker
Jim Wilson

Policy Expertise & Technical Assistance from CCHE:

Dr. Angie Paccione
Dr. Ben Boggs
Dr. Kim Poast
Dr. Chris Rasmussen
Michael Vente

Consultant/Writer:

Inta Morris

Will outline stakeholder process, feedback circles, and opportunities for national and local best practise in later slides.

Key Areas of Focus & Evolution from Past Plans

Attainment, Credential Completion - What Next?

The past decade has seen most states adopt a statewide attainment goal.

These goals fail to take into account in-migration, out-migration and other factors outside of the institutions' – and the state's – control.

- What is the evolving best practice for measuring statewide progress of postsecondary learner success?

Outputs vs. Outcomes

Higher education historically measured enrollment; in the last decade, we moved on to retention and completion.

- Is it time to move to workforce success, career success, and other post-graduation metrics?

Driving Innovation and Progress amidst Challenging and Quickly Evolving Economy

COVID, unpredictable budget cycles, changing student demographics, and rapidly evolving business needs are reshaping postsecondary education in America. How we retool and rethink will determine student success and long term vitality of our campuses.

- How do we set stretch goals and realistic expectations simultaneously?

CCHE Strategic Plan Development Process

Objectives

2 weeks

@ Feb 23 – March 4

Drivers

6 weeks

@ March 7 – April 15

Measures

7 weeks

@ April 18 – June 3

Goals

2 weeks

@ June 6 – June 17th

Driving Questions:

What are the most important objectives (intended outputs) of our post-secondary ecosystem – for students? CO? Communities? Economy?

If we were to have the best post secondary ecosystem in the country by 2030 what would that mean? What would make it the best?

Note: *The Working Group intends to lean heavily on the policy frame outlined in the 1330 Report which benefited from six months of extensive public process/input. See pages 12 –15 in the 1330 report.*

Driving Questions:

What are the key factors which enable progress toward the objective(s)?

Which of these factors are largely within the span of control of our key stakeholders?

If the objective(s) are the output, what are the key inputs?

Driving Questions:

How will we know if we are making improvements in the drivers identified?

What specific data can we use to evaluate progress of each identified driver?

Driving Questions:

What specific numeric value/s should we aspire to achieve/reach 5 years from now?

The Working Group will seek stakeholder feedback throughout this process: monthly CCHE meetings, existing CDHE stakeholder tables (CEOs, CFOs, CFAC, Academic, etc), other stakeholder circles (business, civic, legislative) via email, and other public forums.

CCHE Strategic Plan Drafting Process

Outline

Feedback

Working
Draft 1

Feedback

Working
Draft 2

@ June 17

Consultant will begin drafting internal outline while wrapping up Development Phase of work in early June.

The outline will be released to key stakeholders and posted on CCHE's website for feedback at that time.

@ June 20 – July 1

The Working Group will seek input from key stakeholders via email and various stakeholder meetings.

**Public Listening Session - June 29
9:00 – 10:00**

Members of the working group will take public comment during this period.

@ July 22

The Working Group will release a working draft of the strategic plan by the end of July.

CCHE will plan to use the bulk of their annual retreat to discuss the draft and seek additional input.

@ July 25 - August 5

The Working Group will seek input from key stakeholders via email and various stakeholder meetings.

**Public Listening Session
August 3rd 9:00 – 10:00**

Members of the Working Group will take public comment during this period.

@ Middle of August

This draft will be released to show changes made post prior feedback loops.

This draft will be the last draft circulated prior to staff beginning the process to format/finalize the report for release later in the fall.

CCHE Strategic Plan Key Dates

Regularly Scheduled CCHE Meetings:

At each meeting, components of the strategic plan/process will be highlighted, discussed, and feedback sought.

- Feb 24 (Annual Trustee Training)
- March 4
- April 1
- May 6
- June 2
- July 28 – 29 (CCHE Retreat)

See [CCHE website](#) for agendas, materials, and zoom links in advance of each meeting.

Strategic Plan Working Group Meetings:

The Strategic Plan Working Group will plan to meet weekly for no more than one hour. Meeting materials and links will be posted in advance on the CCHE website.

Proposed Weekly Meeting Time:

Wednesdays 10:30 – 11:30 am

February 16th – August 31st

**If the meeting time is not needed on any given week, it will be canceled.

Ongoing Proactive Feedback Loop:

Working Group members and CDHE staff will plan to attend other monthly meetings of both internal stakeholder groups as well as key external stakeholder groups to seek feedback and update groups on progress of strategic plan development.

Public Comment:

See slide 6 for additional tentative public comment dates. Also please note - all CCHE monthly meetings offer public comment opportunities.

Designated Stakeholder Leads / Points of Contact

The working group intends to rely on trusted partners and allies to help seek, gather, and organize feedback from their counterparts. Below we outline a few of those key **Stakeholder Leads** already identified. Individual working group members will also continue to seek and welcome feedback directly:

Stakeholders:

IHE Presidents:

Governing Boards:

IHE CFOs:

IHE Faculty:

IHE Academic Counsel:

Diversity & Equity:

Student Voice:

People with Disabilities:

COSI:

Business and Corporate:

Workforce:

K-12:

Elected Officials:

Designated Contacts:

Dr. Andy Feinstein, University of Northern Colorado

Elaine Berman, Colorado Trustee Network

Brad Baca, Western Colorado University and CCHE Advisory member

Dr. Melinda Picket-May, CU Boulder and CCHE Faculty Advisor

Dr. Chris Rasmussen, CDHE Senior Director of Academic Pathways and Innovation

Dr. Roberto Montoya, CDHE Chief Educational Equity Officer,

Daniel Casillas, CCHE Student Advisor

Carl Einhaus, CDHE Senior Director of Student Success and P20 Alignment

Tim Fry, COSI Board Chair

Scott Laband, Colorado Succeeds and Debbie Brown, Colorado Business Roundtable

Lee Wheeler-Berliner, Colorado Workforce Development Council

Rebecca Holmes, CEI and Jen Walmer, DFER

Sarah Hughes and Jim Wilson, CCHE Commissioners

All stakeholders are also welcome to email the following address to share their comments, concerns, and suggestions:

CCHEStrategicplan@gmail.com

Learning Session on Key Performance Metrics

The Strategic Plan Working Group is hosting a learning session on *national performance metric trends/best practices* to inform our work, benefit from the expertise of national policy makers, and help build a community of practice among CCHE/CDHE, IHE leaders, governing board trustees, and civic and business leaders.

March 17, 2022

8:00 - 9:00 am Mountain Time
Remote Learning Session

Panelists will include experts from:

The Lumina Foundation

Guild Education

Third Way

Postsecondary Value Commission

Career Karma

Invitations will go out shortly

Questions/Comments?

(Before we head into Breakout Discussion)

Breakout Group Discussion Prompts

- Taking into account what you've heard today, if Colorado were to have the best post secondary ecosystem in the country by 2030, what does that look like for our learners/earners, our campuses, and our state's economic vitality?
- Which of these factors are largely within the span of control of our institutions?
- As CCHE embarks on the reboot of its strategic plan - what information, guidance, or thoughts do you want Commissioners to hear/know/consider as they begin their work? Why?