



Higher Education in Colorado: Our challenge

University of Colorado Excellence in
Leadership Program - September 12, 2014



COLORADO
Department of
Higher Education

Framework for our discussion

- Agenda
 - Leadership Concepts
 - Context and Curiosity
 - The Choice to Exercise Leadership
 - Colorado's Higher Ed Challenge
 - Discussion

Colorado's higher ed challenge

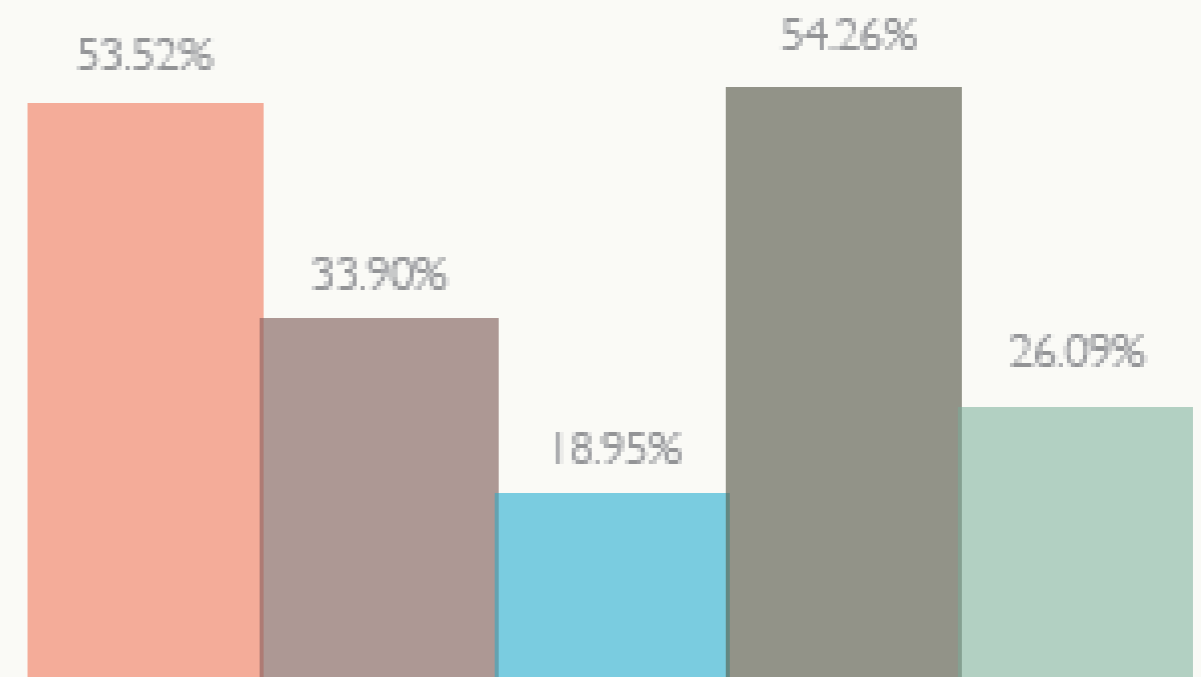
- ❑ Experts project that by 2020, 74 percent of jobs in Colorado will require postsecondary education or training.
- ❑ Yet out of 100 ninth-graders in Colorado today, only 50 go to college and only 22 earn a degree.
- ❑ The gap for minorities is far worse. By 2015, Hispanic students are expected to make up more than a quarter of our public high school graduates. Yet, among all ethnic groups, Hispanics are least likely to have a college credential (18 percent of Hispanic adults vs. 53 percent of white adults).
- ❑ Colorado Paradox - how do we solve it?

Degree attainment gap

Degree-attainment rates among Colorado adults (ages 25-64), by population group

White	53.52%
Black	33.90%
Hispanic	18.95%
Asian	54.26%
Native American	26.09%

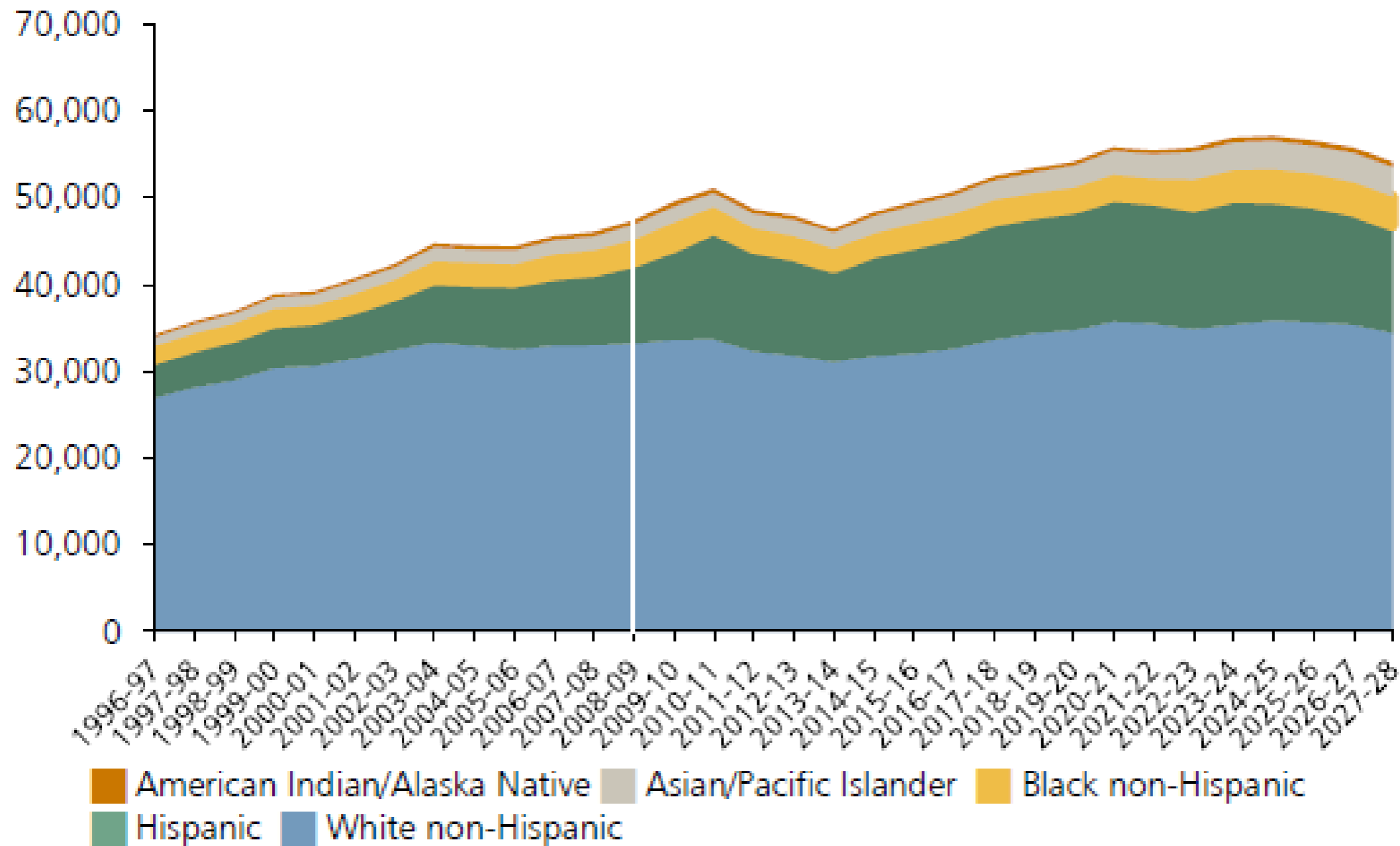
Source: U.S. Census Bureau, 2009-11 American Community Survey PUMS File



Access without support is not opportunity

-Dr. Vincent Tinto

Future growth in college enrollment



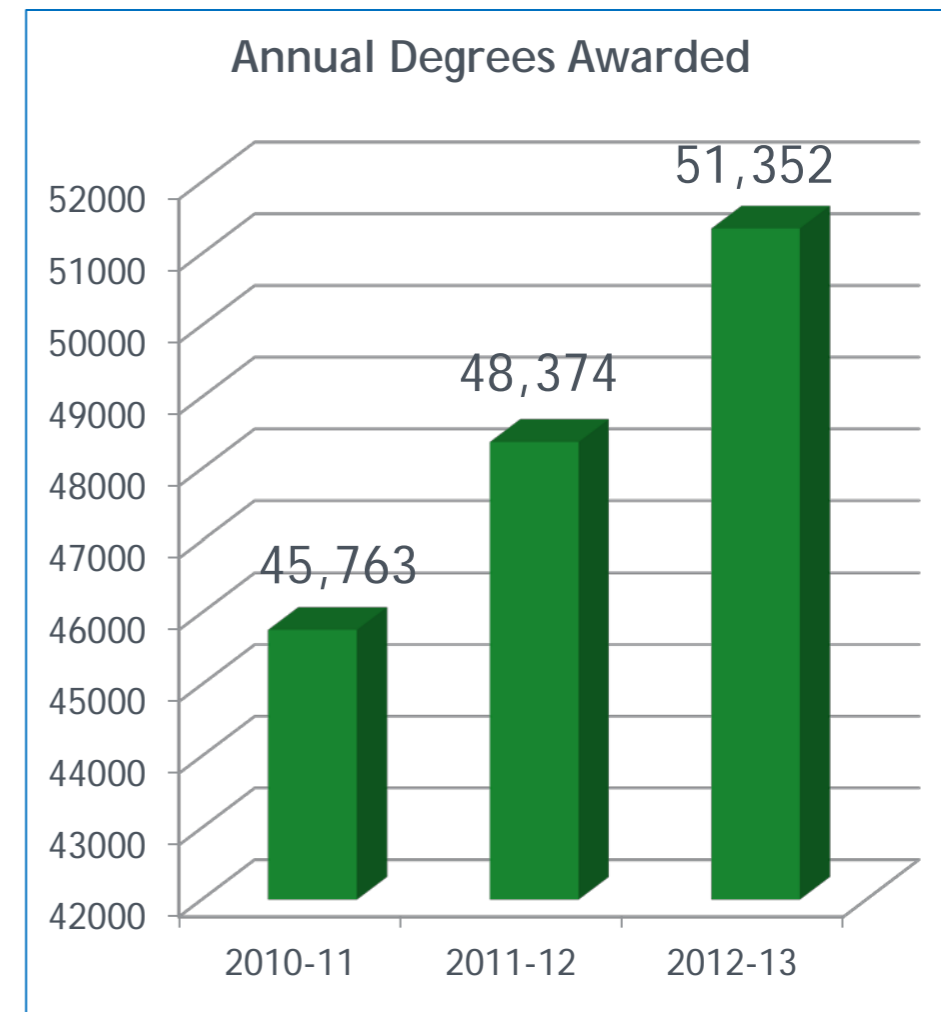
CACHE Master Plan: By 2025, 66% of the State's citizens will hold a degree or credential (annual increase of 1,000 degrees and certificates)

Goal 1: Increasing Attainment: Increase the attainment of high-quality postsecondary credentials across the academic disciplines and throughout Colorado by at least 1,000 new degrees and certificates each year to meet anticipated workforce demands by 2025.

Goal 2: Improving Student Success: Improve student success through better outcomes in basic skills education, enhanced student support services and reduced average time to credential for all students.

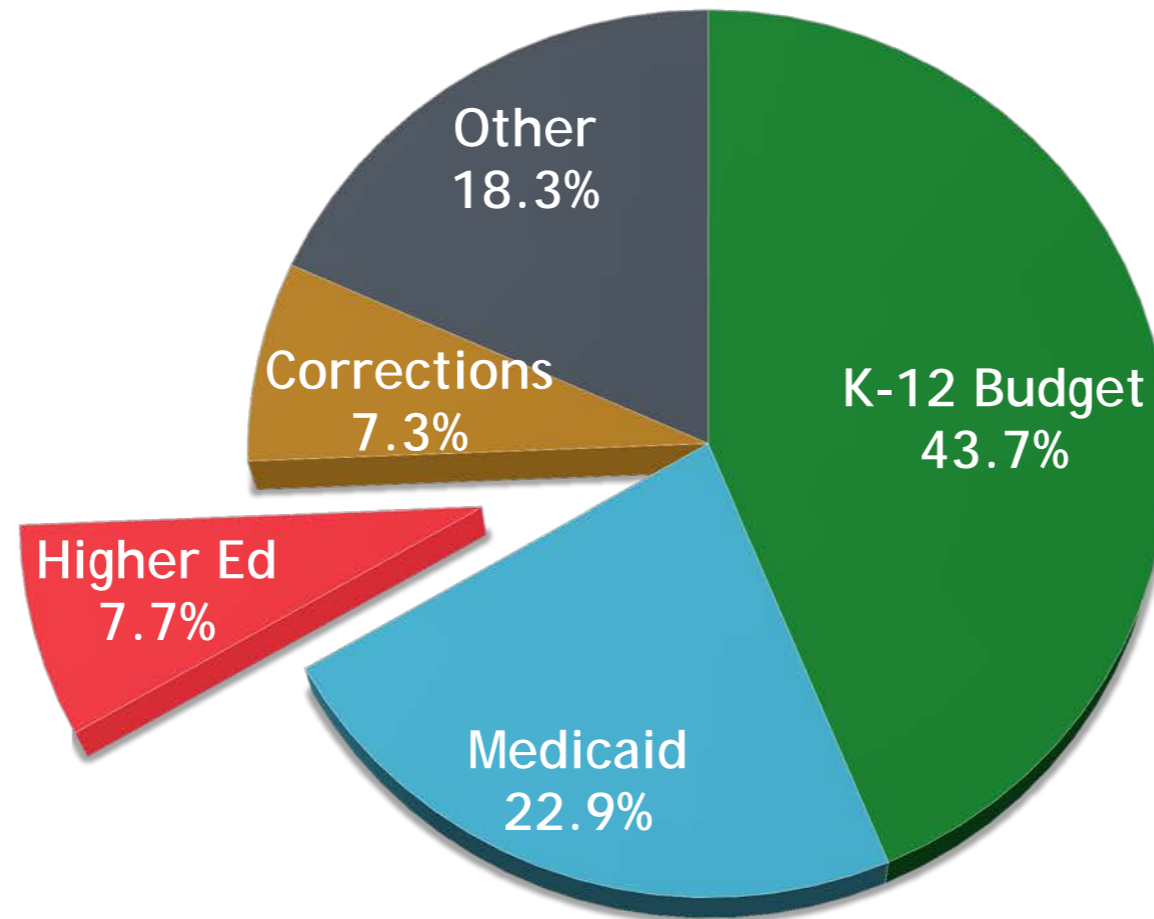
Goal 3: Reducing Gaps: Enhance access to, and through, postsecondary education to ensure that the system reflects the changing demographics of the state while reducing attainment gaps among students from underserved communities.

Goal 4: Restoring Fiscal Balance: Develop resources, through increases in state funding, that will allow public institutions of higher education to meet projected enrollment demands while promoting affordability, accessibility and efficiency.



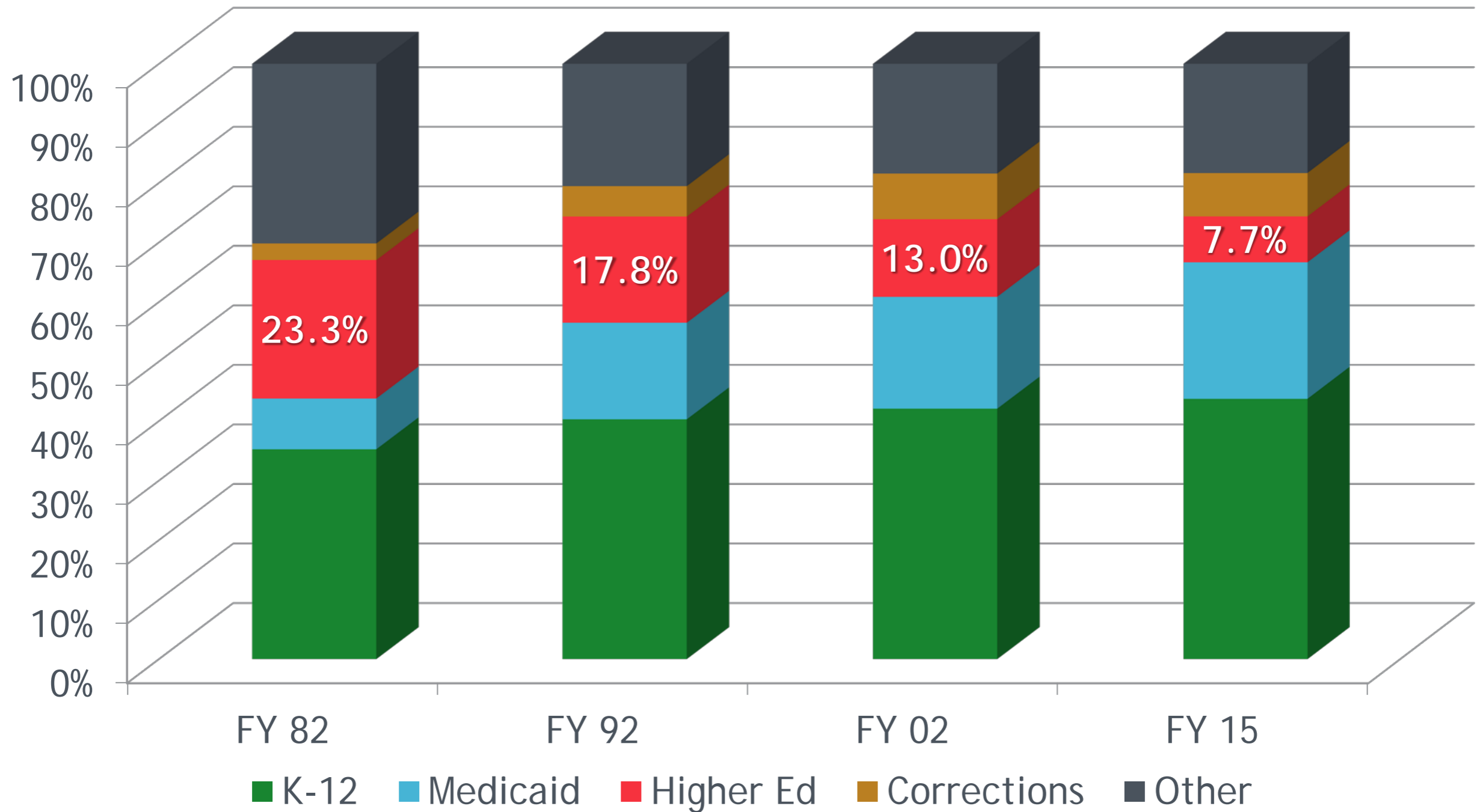
Colorado's budget challenge

Major Components of General Fund Spending, FY 2014-15



Source: Colorado Office of State Planning and Budget

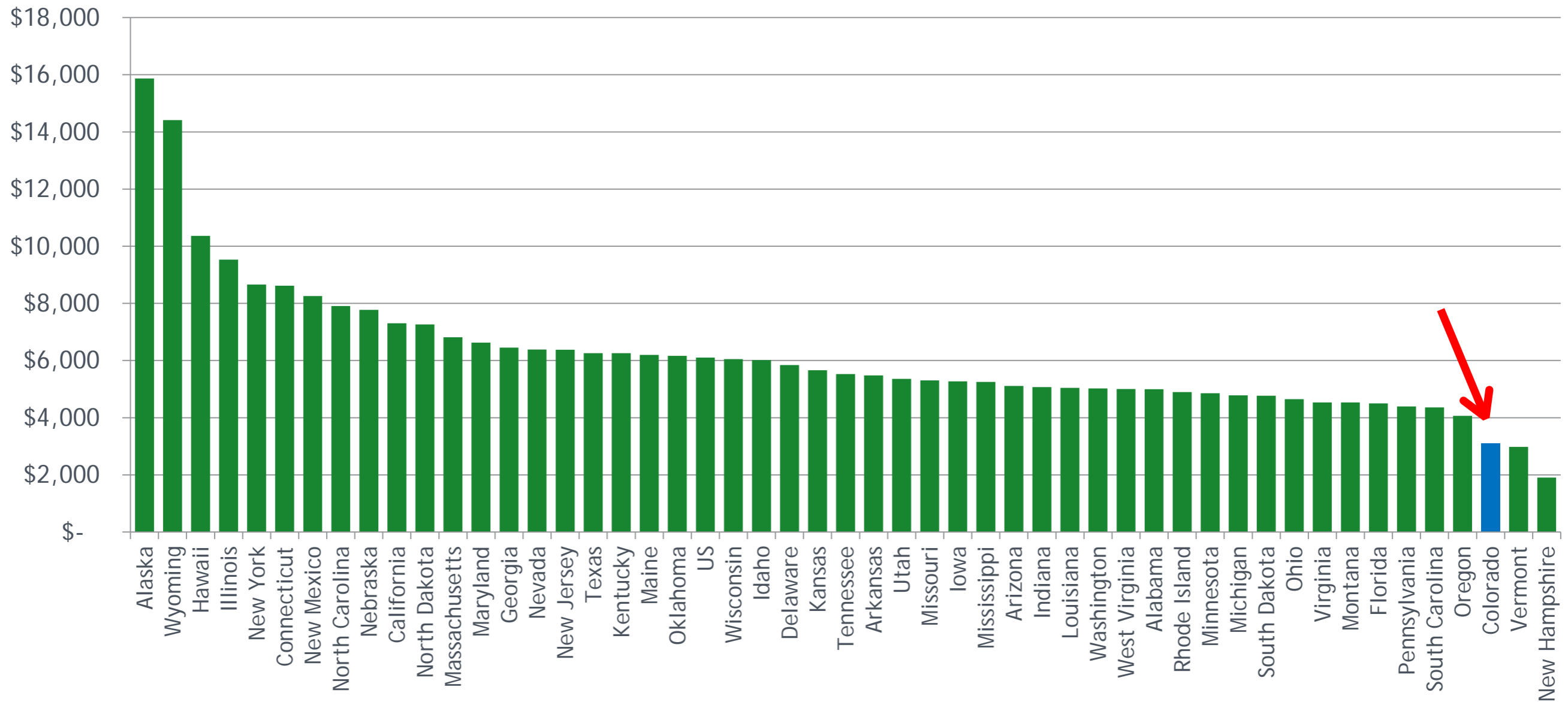
Colorado's budget challenge



Source: Colorado Office of State Planning and Budget

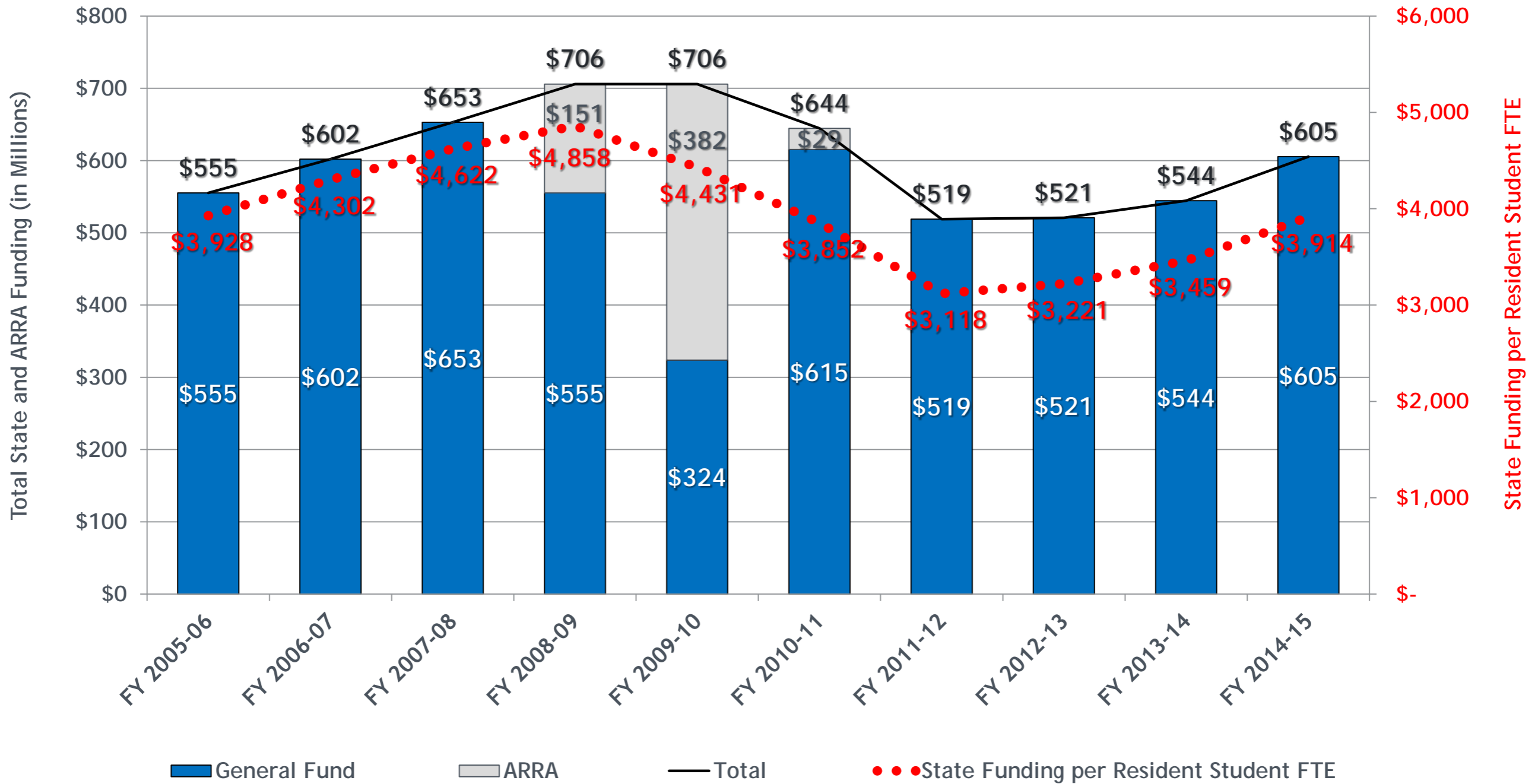
Colorado ranks 47th in the Nation in state investment

Educational Appropriations per FTE, FY 2013



Source: SHEEO, State Higher Education Finance Report, FY 2013

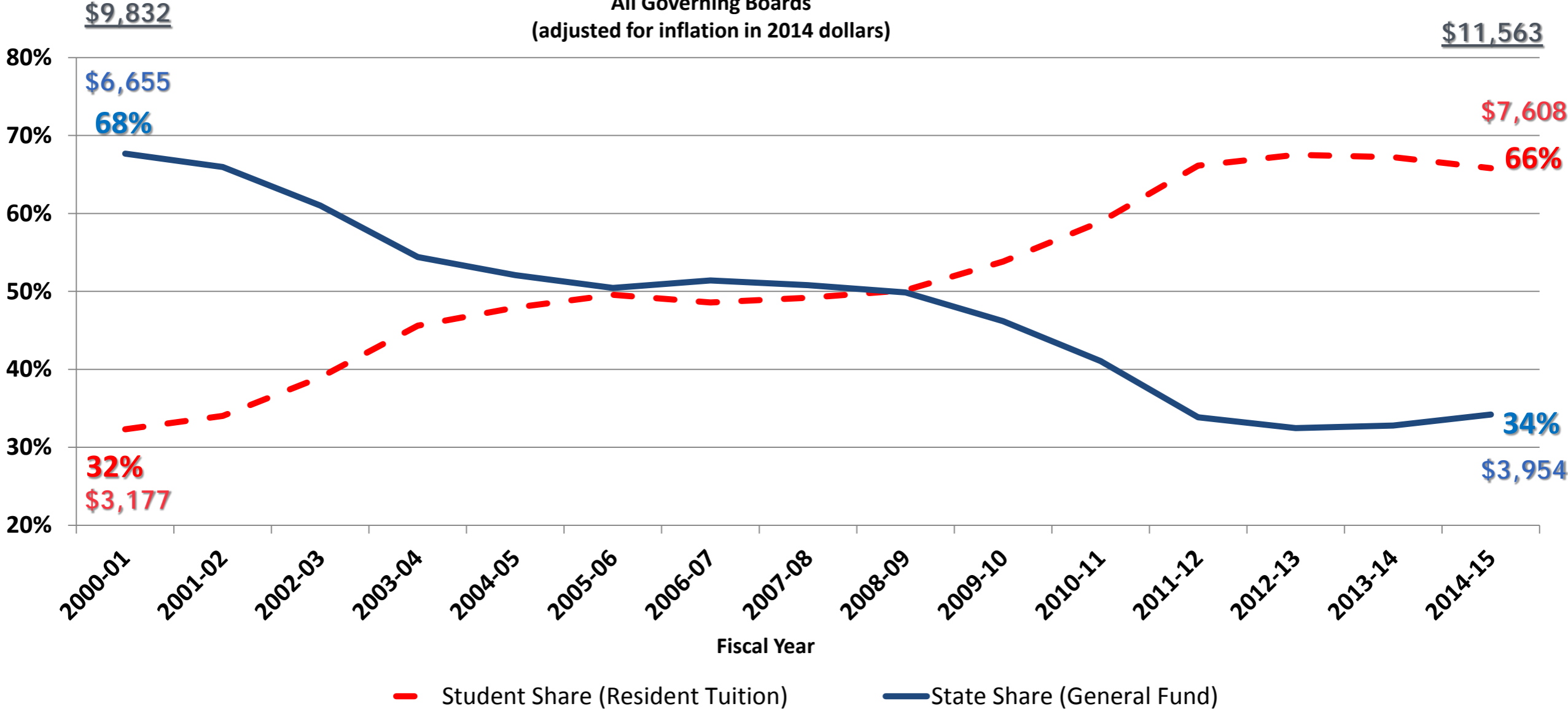
The State's budget impact on Institutions of Higher Education



Source: Colorado Dept. of Higher Education

The State's budget impact on students and families

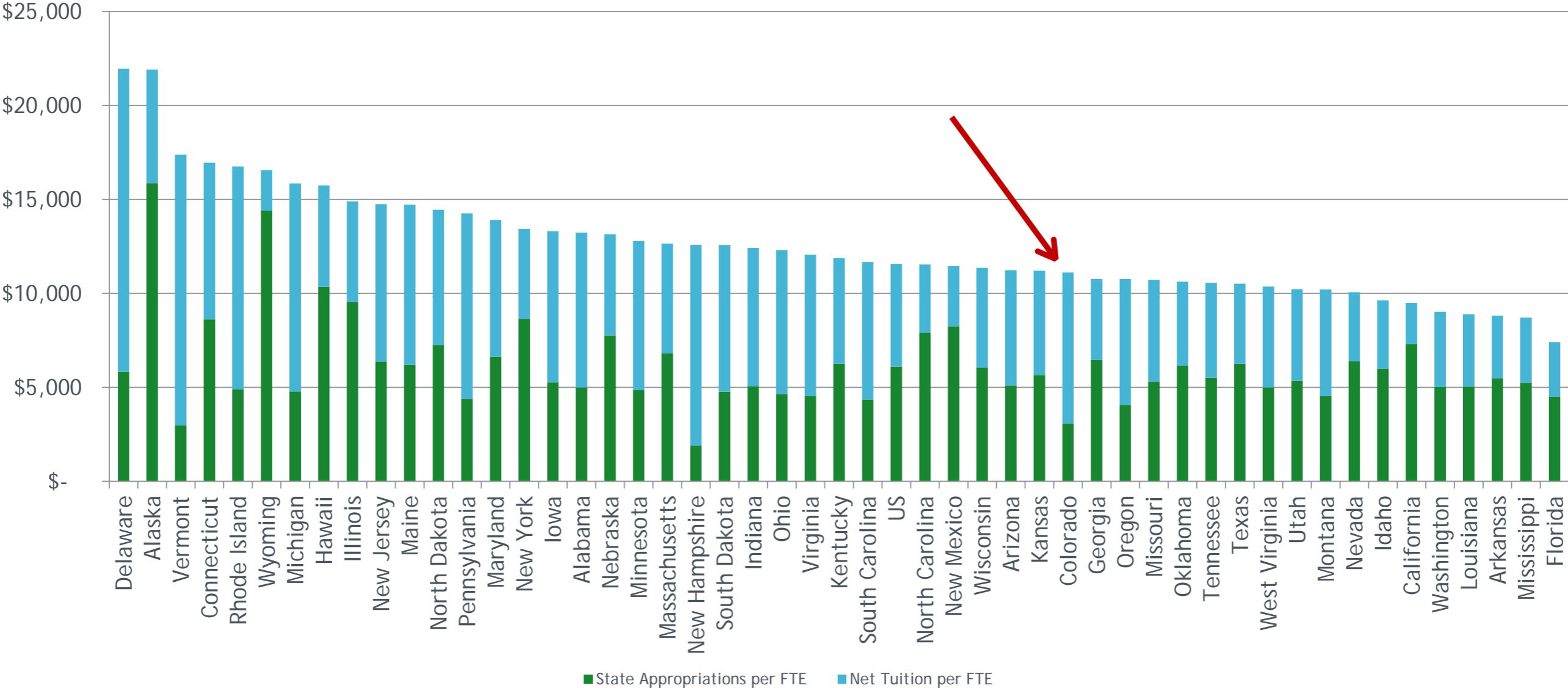
Average Resident Student's Share of College
 (Tuition vs. State Funding)
 All Governing Boards
 (adjusted for inflation in 2014 dollars)



Source: Colorado Dept. of Higher Education



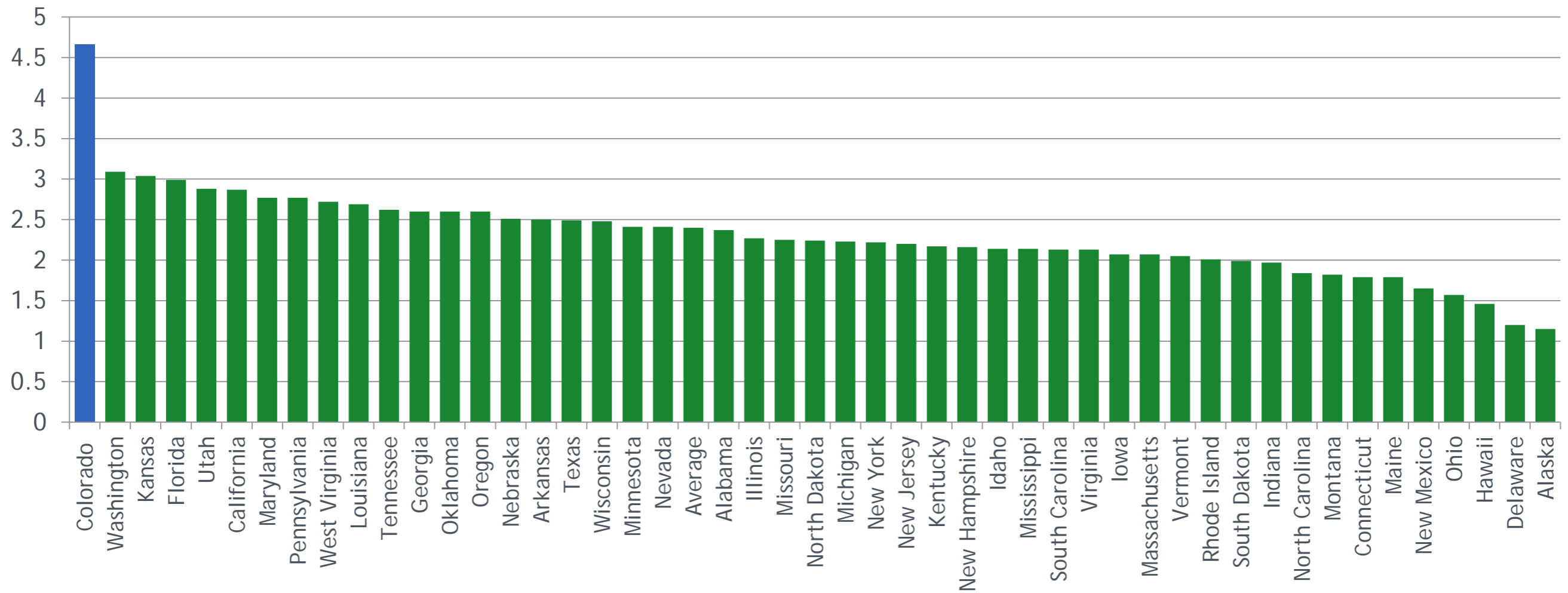
When the contribution from students is included, Colorado is ranked 34th



Source: SHEEO, State Higher Education Finance Report, FY 2013

Colorado is the most productive higher education system in the nation

Credentials and Degrees Awarded per \$100,000 of State, Local, and Tuition and Fee Revenues



Source: National Center for Higher Education Management Systems.

FY 14-15 Historic Investment

\$100 million increase in Operating and Financial Aid

\$60 million Operating Funding

11% increase in operating across all Governing Boards

6% cap on tuition

\$40 million State Financial Aid

University of Colorado - Boulder : \$2.4m

University of Colorado - Colorado Springs - \$1.8m, \$3.5m

University of Colorado - Denver: \$3.6m

\$112 million one-time Capital Construction and Controlled Maintenance

\$96.6m Capital Construction

University of Colorado - Colorado Springs - \$13.3m

University of Colorado - Denver: \$7.3m

\$15.9m Controlled Maintenance

University of Colorado - Boulder : \$1.8m

University of Colorado - Denver: \$0.8m

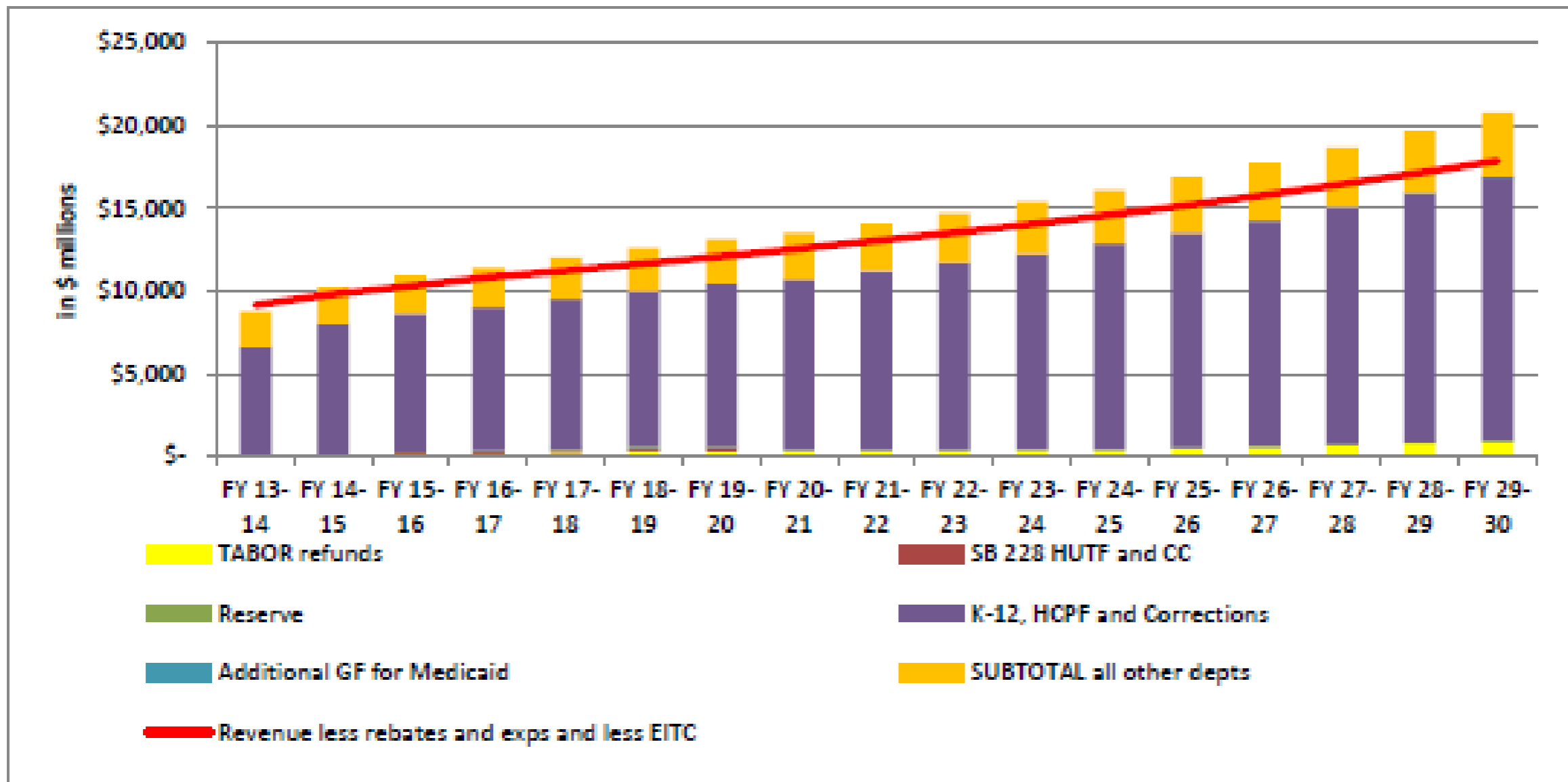
Affordability: 6% Tuition Cap

Percent Change in Resident Tuition, FY 2013-14 to FY 2014-15 (Based on 30 Credit Hours)	
Institution	Percent Change
University of Colorado - Boulder	3.3%
University of Colorado - Colorado Springs	3.2%
University of Colorado - Denver	3.5%
Colorado State University	5.0%
Colorado State University - Pueblo	6.0%
Fort Lewis College	6.0%
University of Northern Colorado	4.8%
Adams State University	5.9%
Colorado Mesa University	5.8%
Metropolitan State University of Denver	6.0%
Western State Colorado University	5.0%
Colorado School of Mines	2.7%
Aims Community College	0.0%
Colorado Mountain College	1.8%
Colorado Community College System	4.5%

Note: Calculation is based on tuition figures considered "Base Tuition Rates" (30 credit hours) and do not include tuition differentials, etc. Student fees are not included.

What does the future hold?

Figure 1. Colorado's Structural Gap: 2013 Model



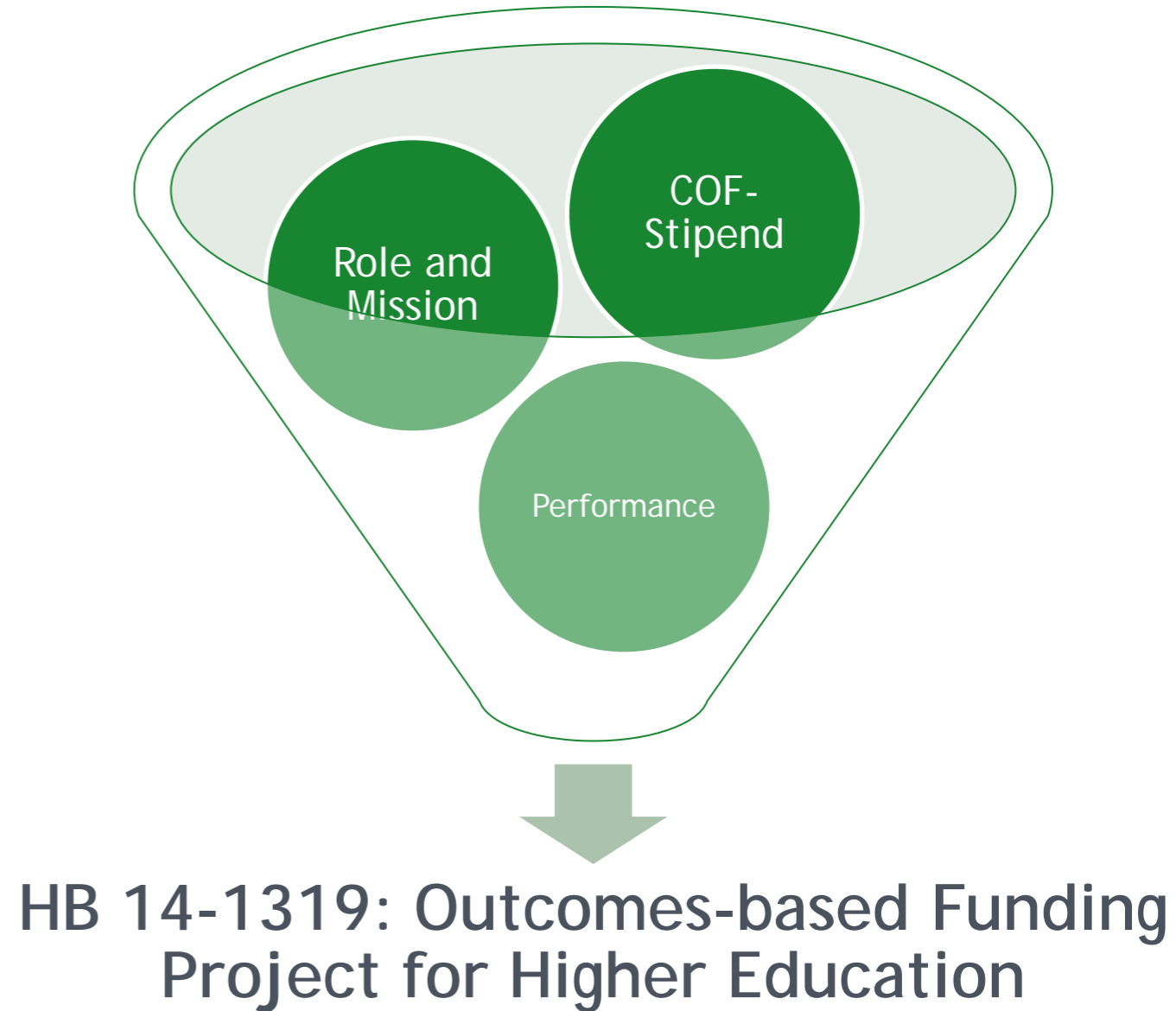
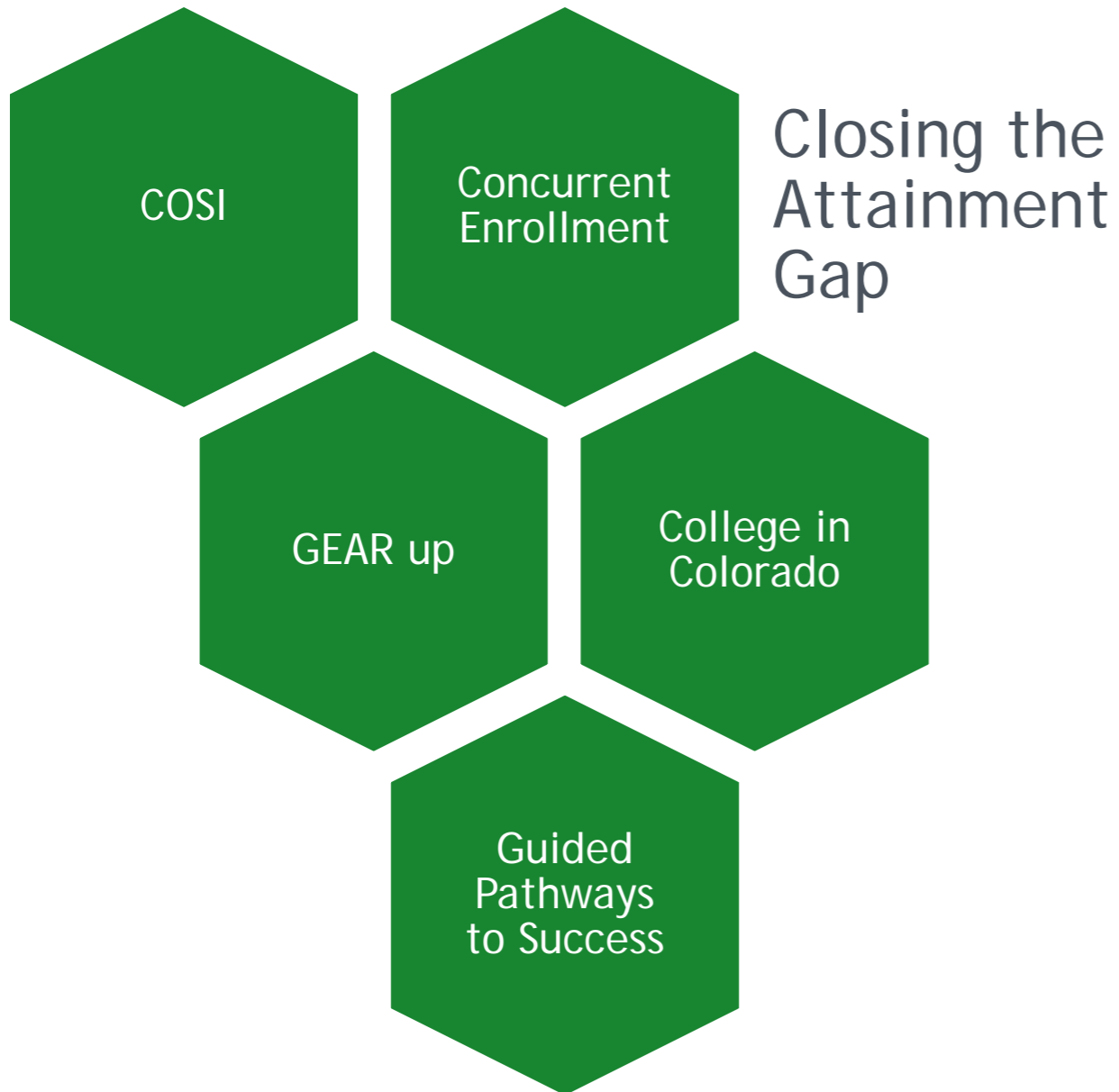
Source: Colorado Futures Center, Colorado State University

The question

How do we get more people - especially those from the most rapidly growing demographic groups - to attain high quality postsecondary credentials to meet future workforce needs as the cost of attending college continues to rise?



The State's Focus on Access, Affordability and Completion



We are not alone

National efforts to change the conversation:

- How do we create a new compact between the State and Public Higher Education?
- How do we develop trust?
- What are we doing that diminishes trust?
- How do we use each opportunity given to us to re-establish the public good of higher education and more deeply develop trust with policy makers, students, and the public?

Discussion: Colorado's higher education challenge

- *What could you do differently?*
- *What could your campus do differently?*
- *What could the state do differently?*



Questions



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