

Updates to 2023 Risks Appendix

The following risks from 2023 were updated. Updates are listed in italics.

Transform our own Workforce Experience

- The “risk of subpar improvement in student outcomes impacting the perception of prospective students, industry partners, policymakers, and taxpayers” was updated to the “risk of *insufficient* improvement in student outcomes impacting the perception of prospective students, industry partners, policymakers, and taxpayers” to clarify the risk.

Create Education without Barriers through Transformational Partnerships

- The “lack of success in securing grants and private funding” was updated to the “lack of ability *to support and* secure grants and private funding” to focus on our ability to not only secure funding but also administer it when received.
- The “risk of noncompliance with program and other regulatory requirements, that are increasingly unfunded, such as DOE, Clery, ADA, and HLC” was updated to the “risk of noncompliance with program and other regulatory requirements, that are increasingly unfunded” to make the risk broader and remove specific compliance references.

Redefine our Value Proposition through Accessibility, Affordability, Quality, Accountability, Resource Development and Operational Excellence

- The “risk of the ability to sustain and implement key initiatives like Colorado Online, Colorado Skills Institute, Rural College Consortium, Free Education for in-demand jobs, etc. given the many changes and uncertainties including changes to student and employee demographics and expectations” was updated to the “risk of the ability to *successfully implement and then sustain* key strategic initiatives *that target* uncertainties and changes related to student and employee demographics and expectations” to clarify why the strategic initiatives are in place and avoid limiting the list to certain initiatives.
- The “risk of inability to meet expectations of policymakers around Concurrent Enrollment, one-time funding, and education policies and unintended consequences of legislation” was updated to the “risk of inability to meet expectations of *stakeholders* and unintended consequences of legislation.” to make the risk broader and remove specific references.
- The “risk of increased competition, reduced public confidence, and decreased participation of high school graduates requiring highly efficient enrollment and marketing strategies to optimize enrollment yields, increase participation rates, and ensure the enduring sustainability of institutions” and the “Increased difficulty sustaining enrollment and remaining competitive with other public and private higher education institutions, particularly online, and in the job market” were combined into the following risk as they both addressed enrollment management

and competition. The new risk is the “risk of increased competition, reduced public confidence, and decreased participation of high school graduates requiring highly efficient enrollment and marketing strategies to optimize and sustain enrollment, increase participation rates, and ensure the enduring sustainability of institutions”.

- The “difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as social unrest, climate change etc. coupled with a decline in public confidence and trust in higher education” risk was updated to “difficulty sustaining effective operations *due to ongoing social change and political polarization* coupled with a decline in public confidence and trust in higher education” to streamline and simplify the risk.
- The “lack of social, emotional, and mental health support affecting student completion, retention and safety” risk was updated to the “lack of social, emotional, and mental health support for *staff and students* affecting student completion, retention and safety” to include employees.