2021 Colorado Community College System Strategic Risks
Mapped to Strategic Plan Key Performance Measures

The Risk Assessment took place during the COVID-19 pandemic at a time when the environment was rapidly shifting and uncertainty existed regarding short-term and long-term implications.

Transform the Student Experience

Risks	Strat Plan Mapping

Relevant Programs of Study

▶ Risk of barriers hindering the agility required to meet the growing demands of students, communities, and partners	1, 2, 3, 4, 5, 6, 7
▶ Risk of subpar improvement in student outcomes impacting the perception of prospective students, industry partners, policy-makers, and taxpayers	1, 2, 3, 4, 5
▶ Risk of underutilization of institutional research and data analytics to improve student success due to lack of consistency in data and underdeveloped data analytics tools	6, 7, 16

Safety & Security

▶ Risk of inability to assure our students, staff and public that CCCS is safe and prepared for an emergency	Risk Mitigation Plan

Financial Aid

▶ Risk of declining availability	Risk Mitigation Plan
▶ Lack of capacity to meet increasing regulations	Risk Mitigation Plan

Transform our own Workforce Experience

Risks	

Staffing Levels

▶ Risk that current staffing levels will not support the increasing demands of the volume of work and that the System will not have the financial capacity to staff appropriately or be proactive ^	1, 2, 12,17
▶ Risk of inability to compensate for staff who exit our workforce for retirement or other opportunities	10, 12
▶ Risk of underdevelopment of knowledge, skills and abilities of current workforce to meet changing demands	9, 10, 11

Pay & Benefits

▶ **Risk of insufficient pay and benefit packages to retain well-trained and high performing employees and attract quality applicants, including diverse applicants, due to competition with private sector and other institutions of higher education ^**	1, 2, 8, 12,17

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Create Education without Barriers through Transformational Partnerships

Risks

Effective Partnerships

▶ Inability to develop effective partnerships, including Concurrent Enrollment agreements, with business, K-12, community organizations, policy-makers and other higher education institutions	13, 14
▶ Risk of inability to adapt to and embrace new and progressive delivery methods	5, 6, 7
▶ Lack of success in securing grants and private funding	17

Relevant Programs of Study

▶ Risk of noncompliance with program and other regulatory requirements, that are increasingly unfunded, such as:	
US Department of Education	Risk Mitigation Plan
Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act	Risk Mitigation Plan
Americans with Disabilities Act and Accessibility requirements	Risk Mitigation Plan
Higher Learning Commission requirements	Risk Mitigation Plan

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

Risks

Failure to adapt to the Changing Higher Education Model

▶ **Immediate and long term impacts from the COVID-19 pandemic ^**	2, 3, 7, 18
▶ **Risk of insufficient and variable state and tuition funds to fulfill and sustain our mission ^**	1, 2, 17, 18
▶ **Looming budget crisis for higher education and at the State ^**	1, 2, 17, 18
▶ Risk of inability to meet expectations of policy-makers around Concurrent Enrollment and education policies and unintended consequences of legislation	1, 2, 3, 4, 5, 6, 7
▶ **Risk of inability to manage enrollment, increase application yields, and predict and strategically compensate for dramatic enrollment variances ^**	1, 2, 3, 4, 5, 6, 7
▶ **Difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as COVID, social unrest, climate change, etc. ^**	2, 3, 7, 18
▶ **Risk of resource limitations, organizational structures and cultures affecting our ability to effectively design and deliver programs through multiple modalities that meet changing employer and student needs and preferences ^**	1, 2, 3, 4, 5, 6, 7
▶ Risk of inadequate investment in appropriate physical and technological resources to meet future needs	17, 18
▶ **Increased difficulty sustaining enrollment and remaining competitive with other public and private higher education institutions, particularly online ^**	18
▶ Lack of social, emotional, and mental health support affecting student completion, retention and safety	1, 2, 3, 14

Information Security

▶ Risk of vulnerability resulting in exposure of personally identifiable information	Risk Mitigation Plan
▶ Risk of cybersecurity attacks (e.g. ransomware, denial of service, phishing)	Risk Mitigation Plan

LEGEND	
	-- Risks addressed through strategic plan process
	-- Risks need continued monitoring outside the strategic plan process
^	-- Top Risk