

**2023 Colorado Community College System Strategic Risks
Mapped to Strategic Plan Key Performance Measures**

Transform the Student Experience

Risks

Relevant Programs of Study

- ▶ Risk of barriers hindering the agility required to meet the growing demands of students, communities, and partners
- ▶ Risk of subpar improvement in student outcomes impacting the perception of prospective students, industry partners, policy-makers, and taxpayers
- ▶ 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

Strat Plan Mapping

1, 2, 3, 4, 5, 6, 7
1, 2, 3, 4, 5
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

- ▶ 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 and colleges will not have the financial capacity to staff appropriately or be proactive ^ *
- ▶ Risk of inability to compensate for staff who exit our workforce for retirement or other opportunities
- ▶ Risk of underdevelopment of knowledge, skills and abilities of current workforce to meet changing demands

1, 2, 12,17
10, 12
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 a tight labor market, compression, and 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 maintain and capitalize on partnerships, including Concurrent Enrollment relationships, to support strategic goals *	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 Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act Americans with Disabilities Act and Accessibility requirements Higher Learning Commission requirements	Risk Mitigation Plan Risk Mitigation Plan Risk Mitigation Plan Risk Mitigation Plan
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Redefine our Value Proposition through Accessibility, Affordability, Quality, Accountability, Resource Development, and Operational Excellence





Risks

Failure to adapt to the Changing Higher Education Model

▶ 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 * ^	2, 3, 4, 6, 7, 10
▶ Risk of insufficient and variable state and tuition funds to fulfill and sustain our mission ^	1, 2, 17, 18
▶ Risk of inability to meet expectations of policy-makers around Concurrent Enrollment, one-time funding, and education policies and unintended consequences of legislation ^	1, 2, 3, 4, 5, 6, 7
▶ 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 * ^	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 social unrest, climate change, etc. coupled with a decline in public confidence and trust in higher education ^	2, 3, 7, 18
▶ Risk of resource limitations, organizational structures and cultures affecting our ability to effectively design, deliver and maintain 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, including student housing, to meet future needs *	17, 18
▶ Increased difficulty sustaining enrollment and remaining competitive with other public and private higher education institutions, particularly online, and in the job market ^	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
	-- Risk updated or added in FY 2023