

Updates to 2022 Risks Appendix

The following risks from 2022 were updated. Updates are listed in italics.

Transform our own Workforce Experience

- The “risk that current staffing levels will not support the increasing demands of the volume of work and that the System will not have financial capacity to staff appropriately or be proactive” was updated to the “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” to clarify the risk includes the System Office and colleges.
- The “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 and competition with private sector and other institutions of higher education” was updated to the “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” to include challenges with compression in our workforce.

Create Education without Barriers through Transformational Partnerships

- The “inability to develop effective partnerships, including concurrent enrollment agreements, with business, K-12, community organizations, policy-makers and other higher education institutions” was rewritten as the “inability to maintain and capitalize on partnerships, including Concurrent Enrollment relationships, to support strategic goals” to better capture the need to focus on partnerships that benefit our students and meet CCCS’ strategic goals.

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

- The “risk of ability to sustain and implement key initiatives like Colorado Online, Colorado Skills Institute, Rural College Consortium etc. given the many changes and uncertainties in the post-pandemic world including changes to student and employee demographics and expectations” was updated to 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” to remove references to the pandemic and

include free education for in-demand jobs as those programs can present operational challenges.

- The “risk of inability to manage enrollment, increase application yields, and predict and strategically compensate for dramatic enrollment variances” was rewritten as “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” to emphasize the current enrollment challenges.
- The “difficulty sustaining effective operations in a time of instability and ongoing change related to external challenges such as COVID, social unrest, climate change etc. coupled with a decline in public confidence in higher education” risk was updated to 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” to remove reference to the pandemic and emphasize the loss in trust in higher education.
- The “risk of inadequate investment in appropriate physical and technological resources” was updated to the “risk of inadequate investment in appropriate physical and technological resources, *including student housing*, to meet future needs” to reflect the need to focus on student housing to attract and retain students.