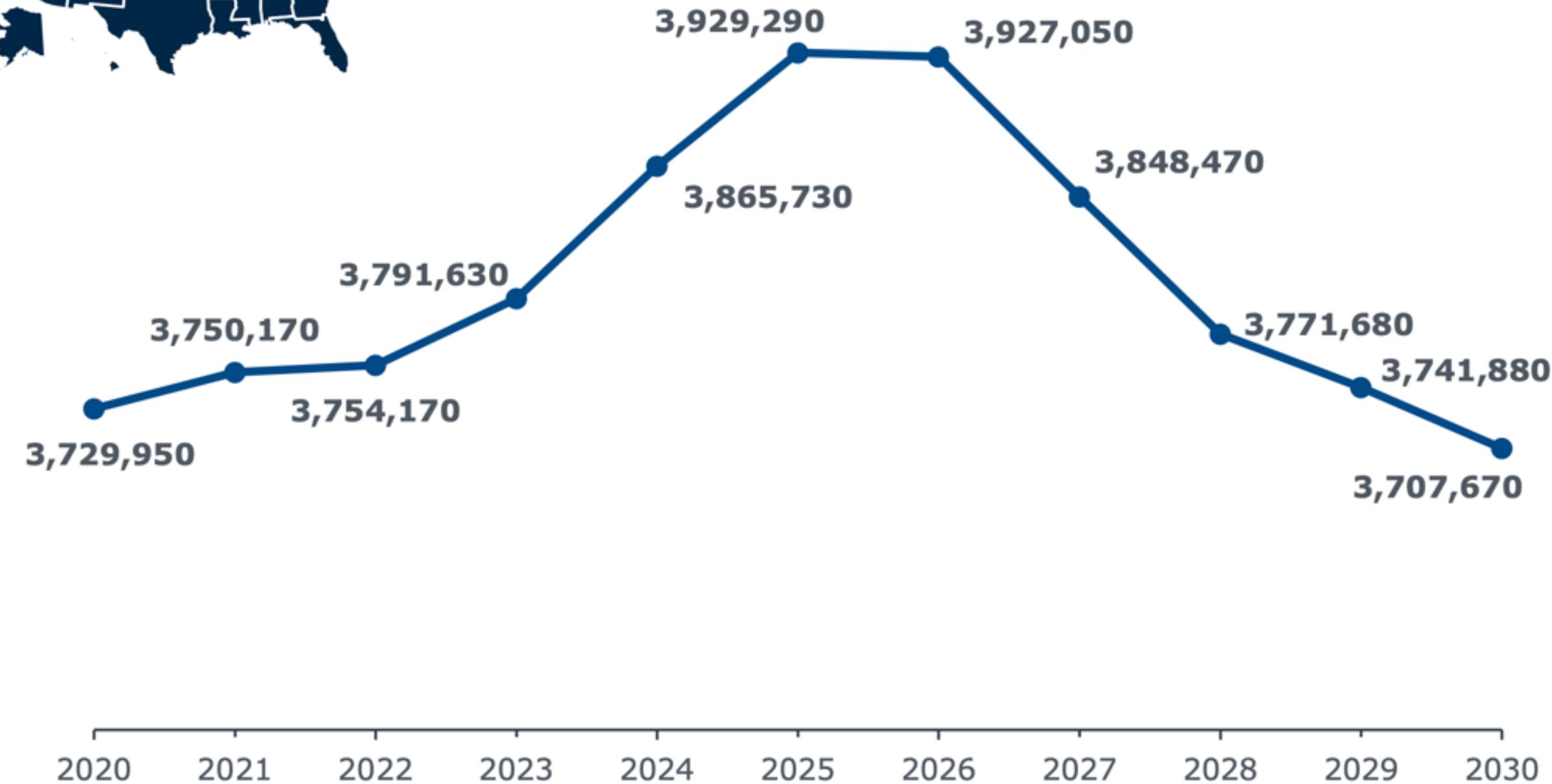




# Strategic Enrollment Management Phase 3 : (Re)Design for Belonging

# National HS Graduating Class

Graduating Classes 2020 – 2030

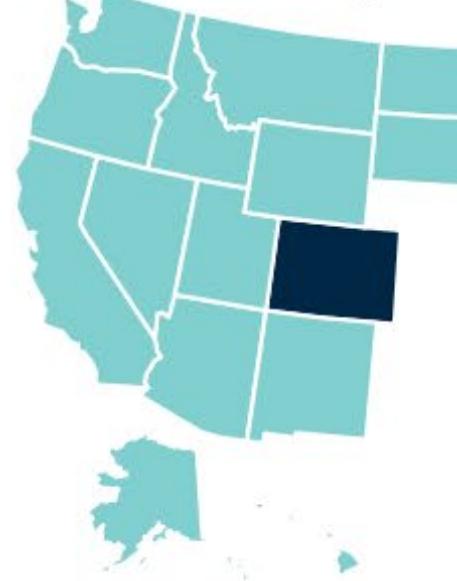


**2025-2030**

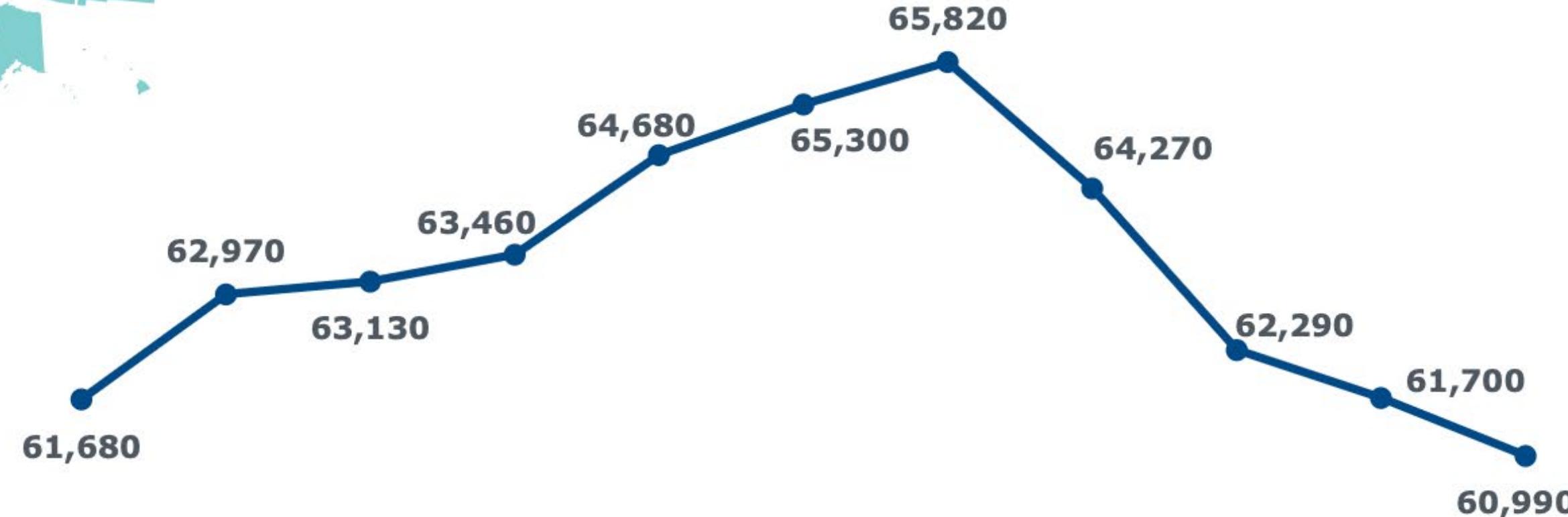
**-221,620**

# Colorado HS Graduating Class

Graduating Classes 2020 - 2030



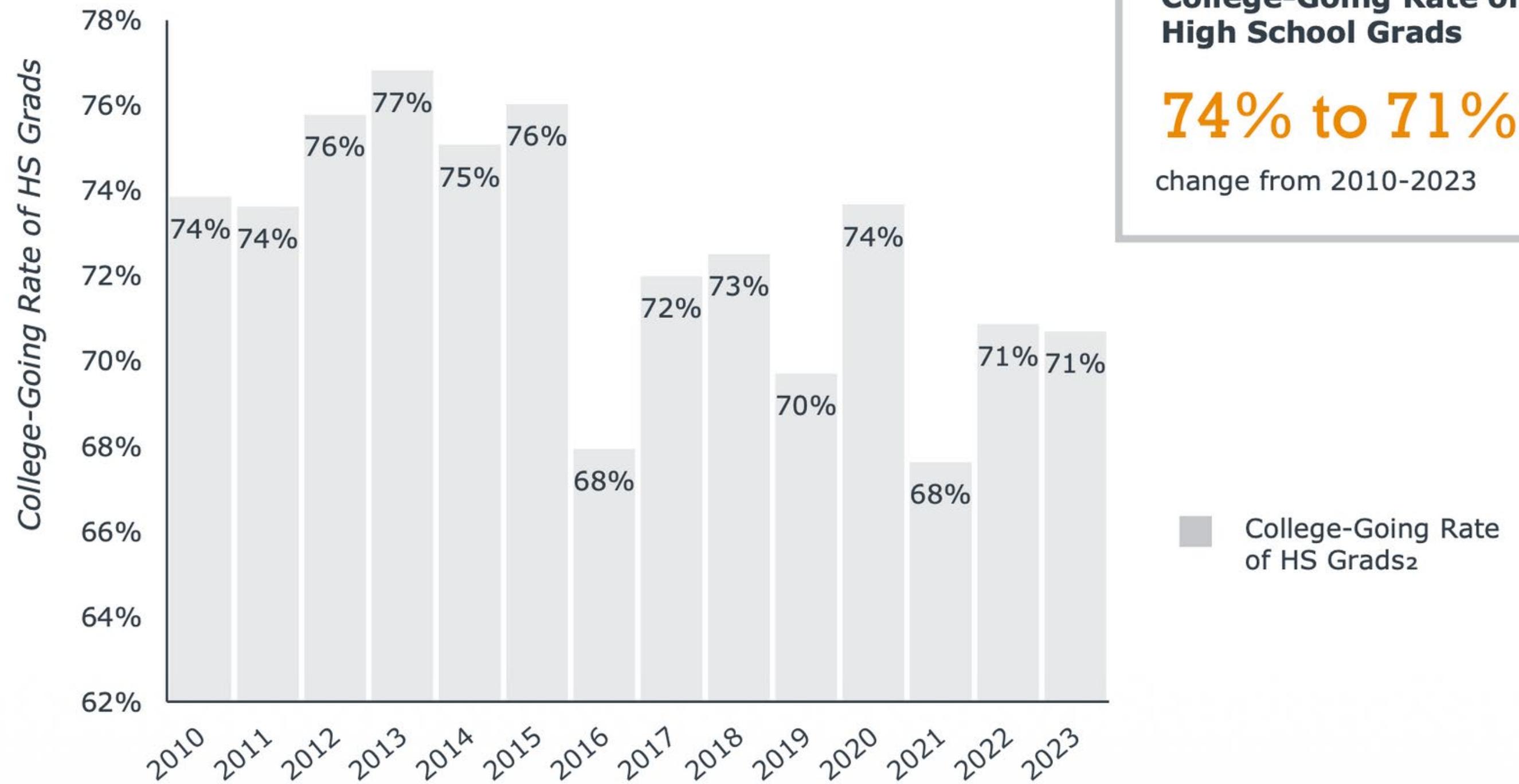
2026-2030	2026-2030
-4,830	-7.3%



# Colorado College-Going Rates

**What Percentage of High School Grads From Colorado End Up Enrolling In College?**

*HS Grad College-Going Rates for Colorado*

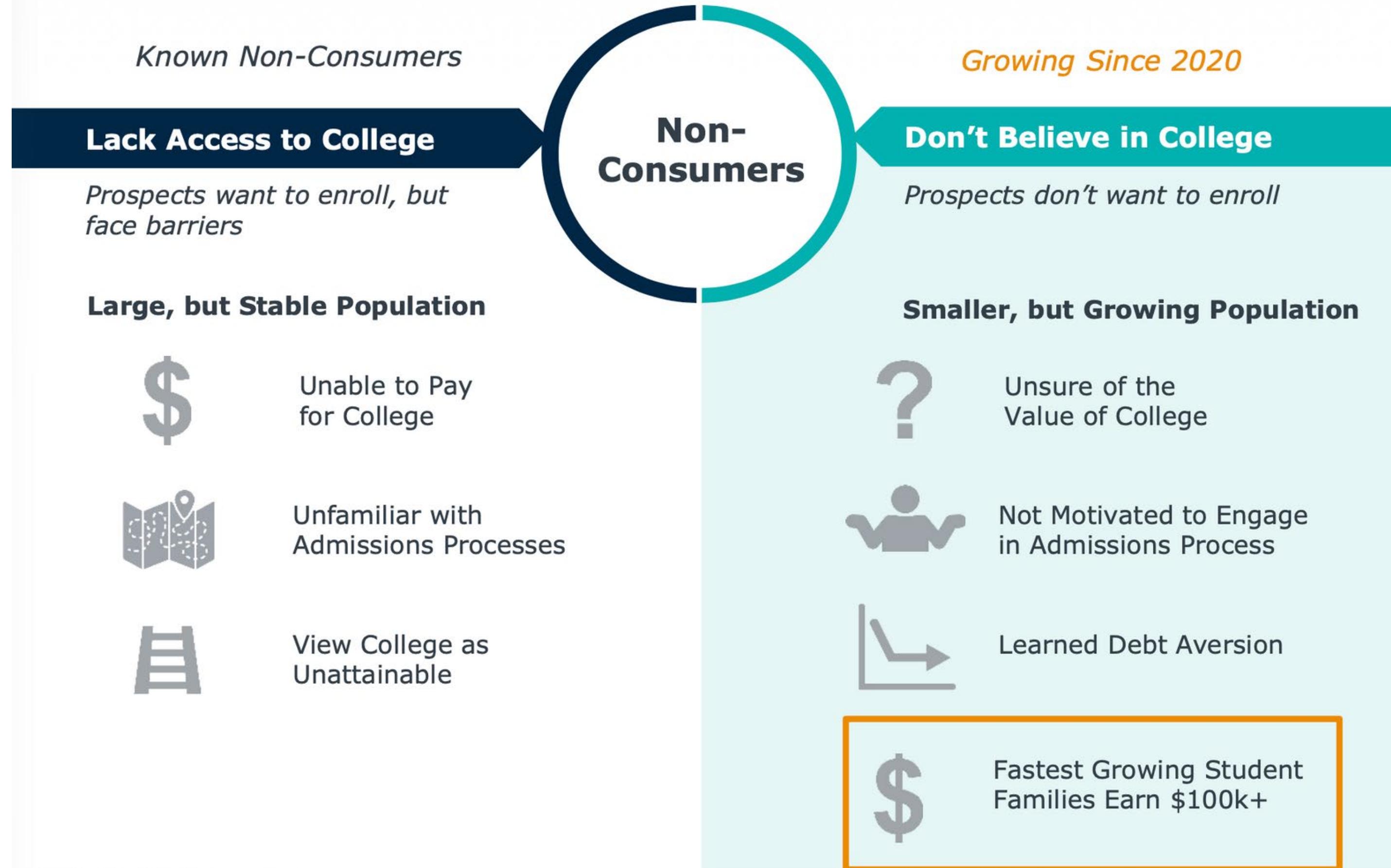


1) 18-Year Old Pop. Estimated using WICHE 10<sup>th</sup> Grade Total Enrollments from 2-Years Previous

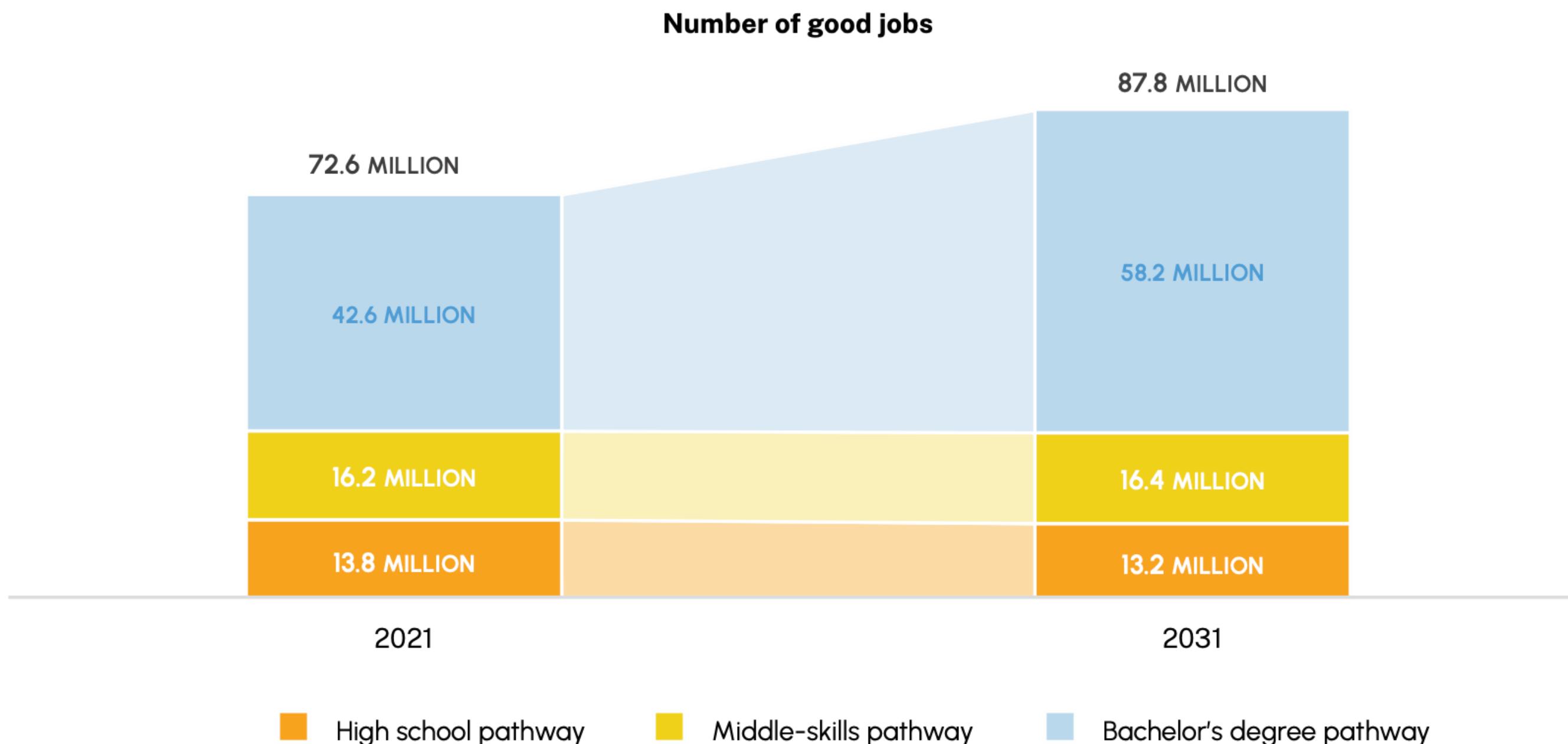
2) College going rate calculated using representative sample from ACS 2010-2023 1-Year data on state residents 19-20-years old that have graduated high school (GED or equivalent included).

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# Introducing A 'New' Group of Non-Consumers



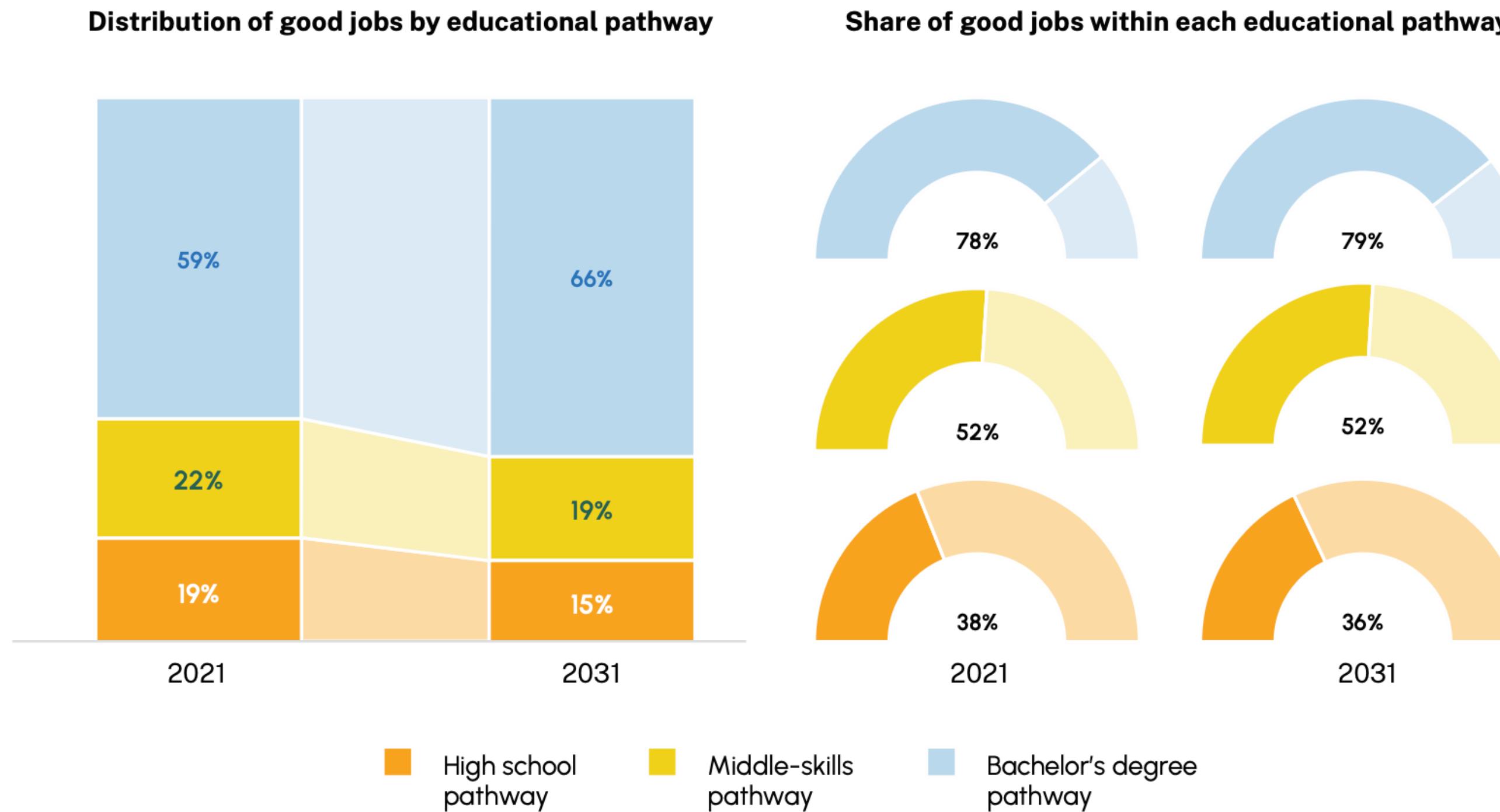
**FIGURE 1. The number of good jobs for workers on the bachelor's degree pathway will grow by more than 15 million net new jobs, while the number of good jobs on the high school pathway will decline by nearly 600,000.**



Source: Georgetown University Center on Education and the Workforce projections using Carnevale et al., *After Everything*, 2023; US Census Bureau and Bureau of Labor Statistics, Current Population Survey (CPS), March Supplement, 1992–2020; and US Bureau of Economic Analysis, SARPP Regional Price Parities by State, 2020.

Note: The minimum earnings threshold for good jobs is adjusted for the difference in cost of living by state and for inflation to 2020 dollars using R-CPI-U-RS.

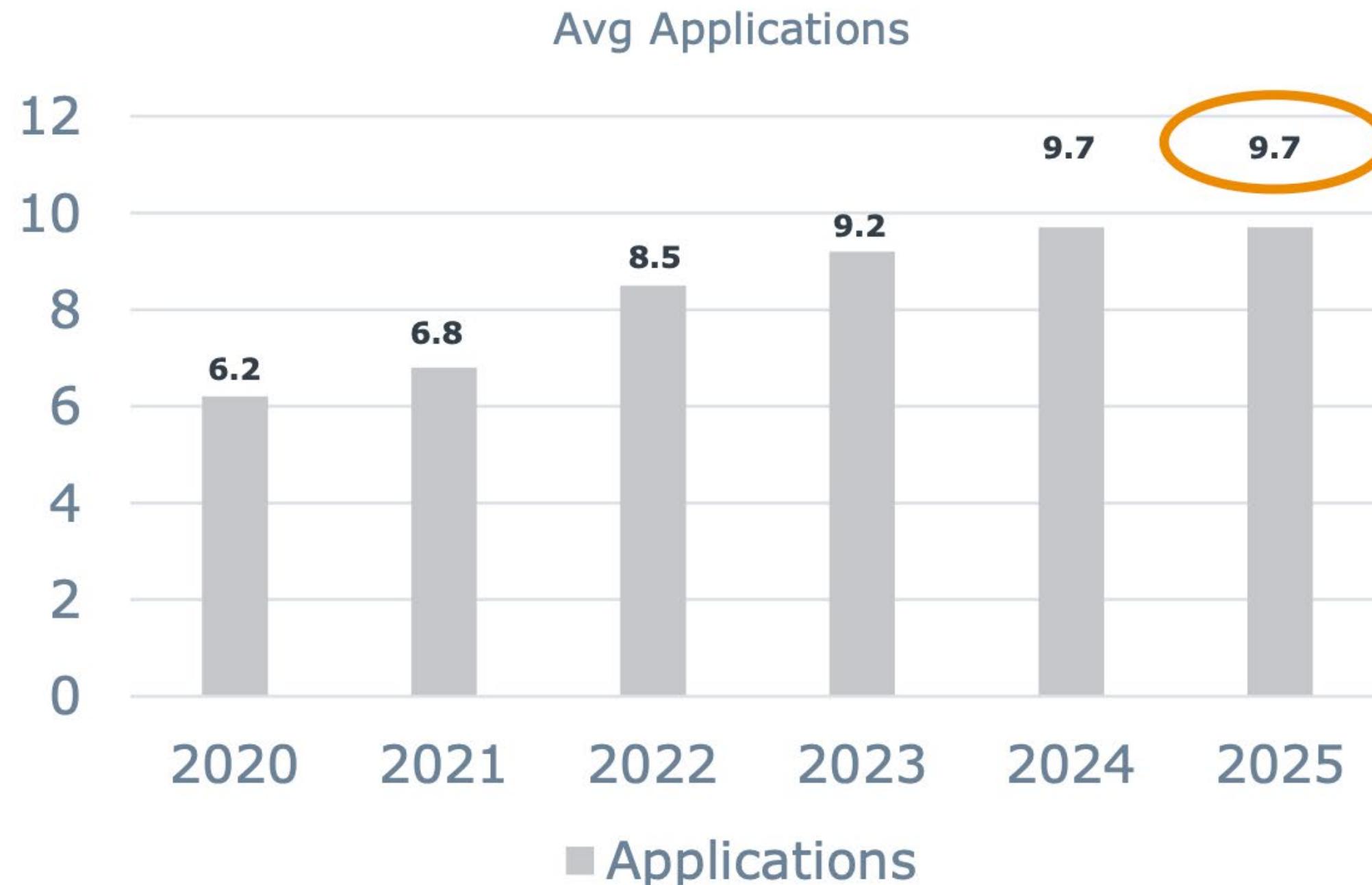
**FIGURE 2. The bachelor's degree pathway will account for an increasing share of good jobs, reaching 66 percent by 2031, compared to 59 percent in 2021.**



Source: Georgetown University Center on Education and the Workforce projections using Carnevale et al., *After Everything*, 2023; US Census Bureau and Bureau of Labor Statistics, Current Population Survey (CPS), March Supplement, 1992–2020; and US Bureau of Economic Analysis, SARPP Regional Price Parities by State, 2020.

Note: Values may not sum to 100 percent due to rounding. The minimum earnings threshold for good jobs is adjusted for the difference in cost of living by state and for inflation to 2020 dollars using R-CPI-U-RS.

**Average Number of Applications Per Student per Naviance**  
*Entering Class 2020-2025*

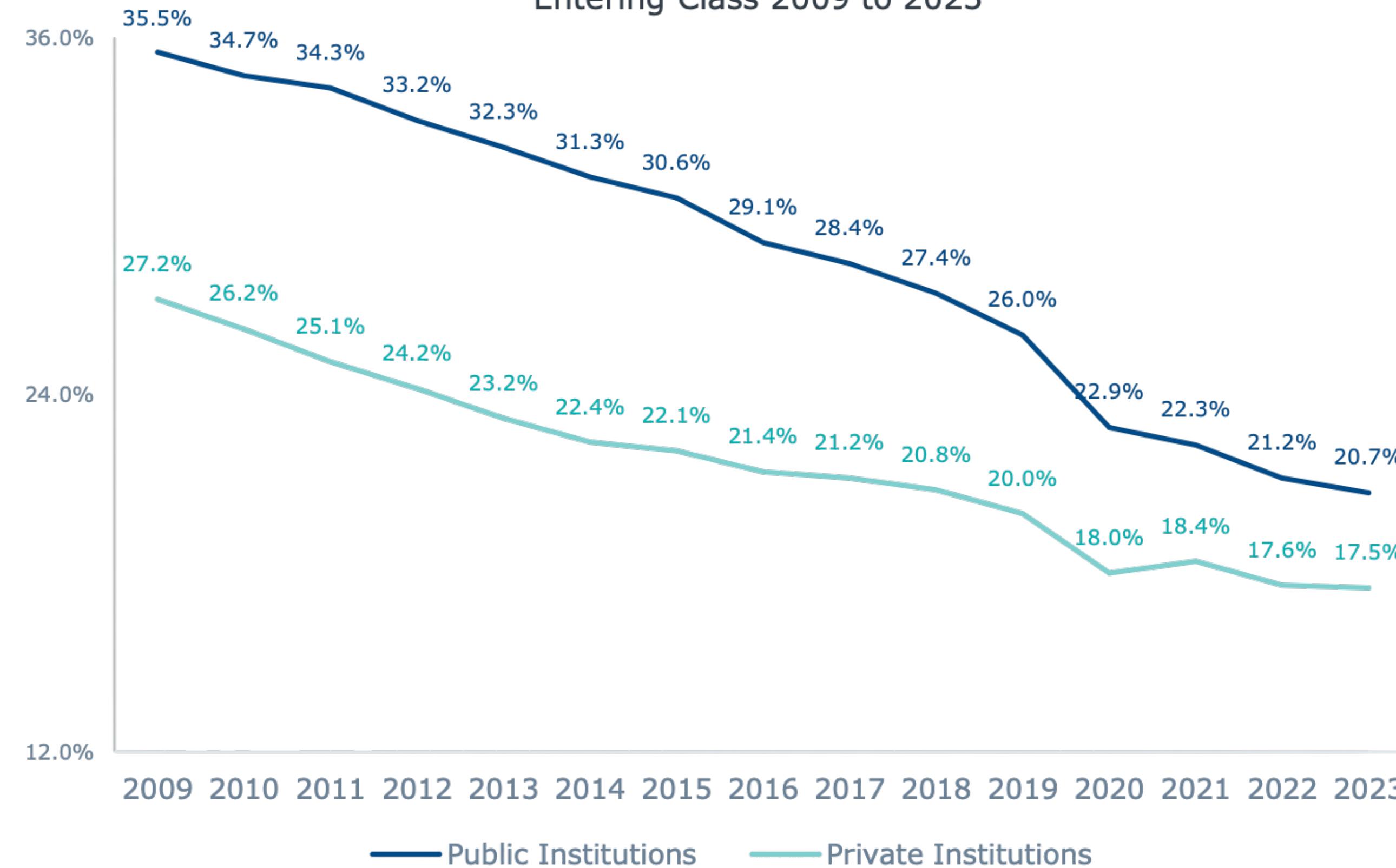


1) N = 697,000 EC Naviance Applications

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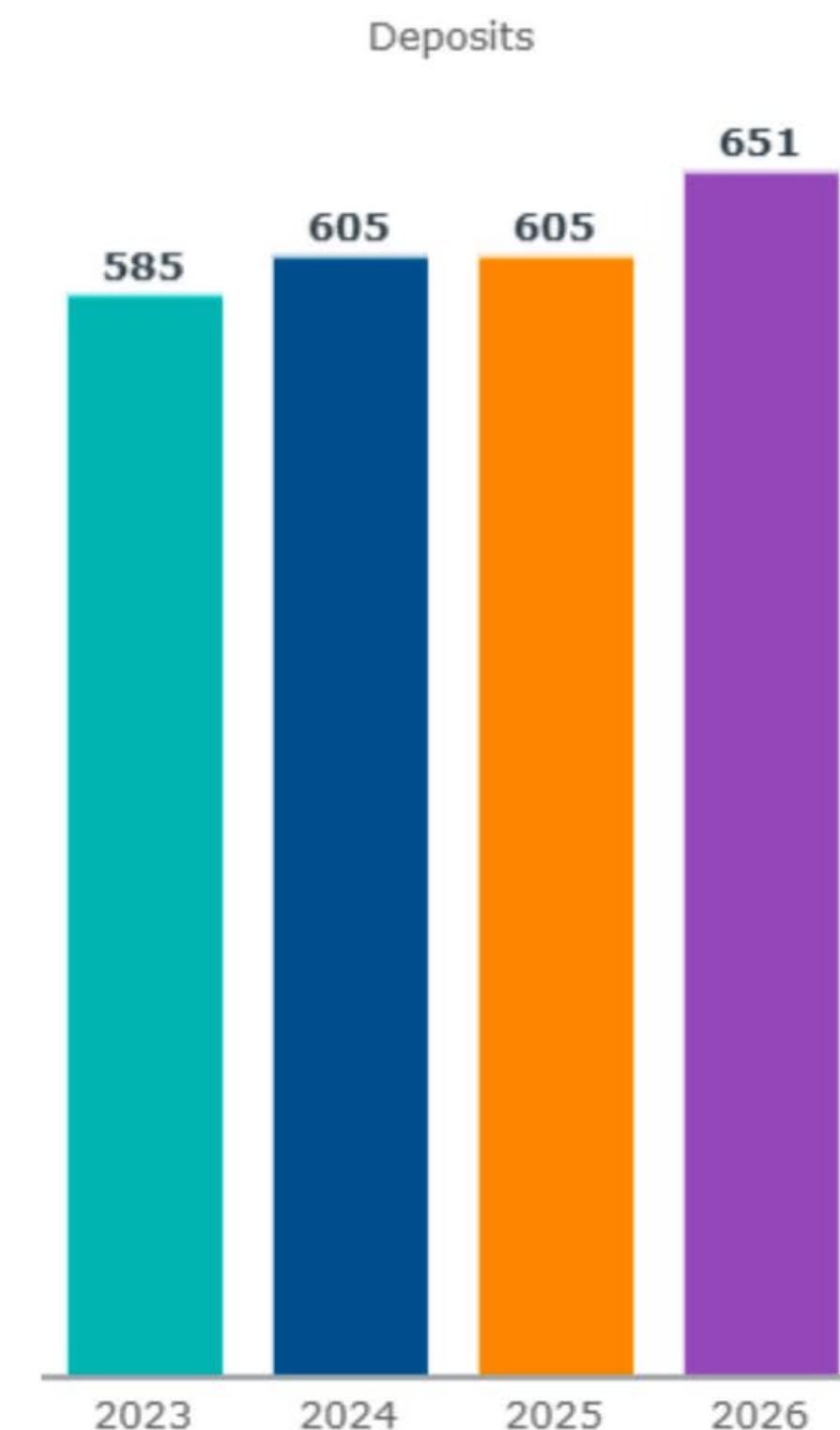
## National Average Yield Rate by Institution Type

Entering Class 2009 to 2023



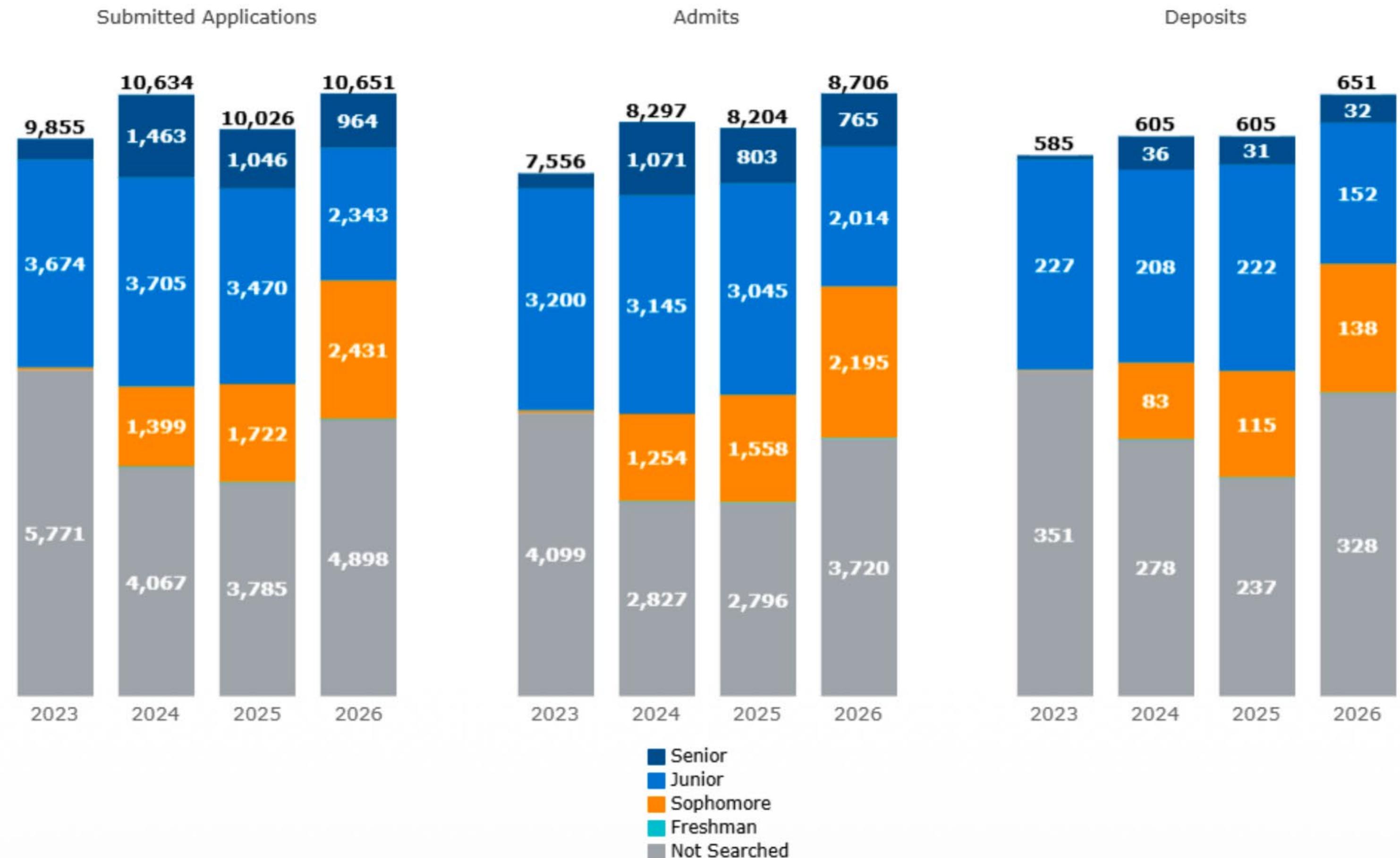
Source: IPEDS

## Full-Time Freshman - Fall



■ 2023  
■ 2024  
■ 2025  
■ 2026

## Full-Time Freshman - Fall



# Point in Time Enrollment

Level	Status	Student Type	Feb 9, 2026	Feb 2, 2026	Fall 2025
Undergraduate	Admitted	New, First-Time Students	9,035	8,872	8,232
Undergraduate	Confirmed	New, First-Time Students	761	727	563
Undergraduate	Admitted	Transfer	313	283	251
Undergraduate	Confirmed	Transfer	151	137	119
Graduate	Admitted	New	265	222	206
Graduate	Confirmed	New	132	116	84

# Key Contextual Take -Aways



- 01 Fewer traditional -aged students competing for the same seats
- 02 Greater diversity in student background, preparation, and pathways
- 03 More learning variability post - COVID, with a larger portion of students unprepared for college
- 04 Higher cost of friction, delay, and confusion
- 05 We can no longer optimize yesterday's systems for a shrinking pool of students. We have to reduce friction and redesign for different kinds of learners.

# Operational Excellence & Systemic Transparency



## Scaling solutions for:

### Complexity

Processes with unnecessary steps or insider knowledge hinder a sense of welcome and make belonging harder.

### Invisibility

When students don't know what's happening or what comes next, they feel unseen and uncertain about whether they belong.

### Misalignment

When policies don't match lived reality, systems signal who belongs, and who does not.

### Delay

Timing gaps disrupt momentum and communicate a lack of care.



01

### Rigidity

fixed pathways that assume traditional, full-time students

02

### Opacity

unclear value, outcomes, and pathways

03

### Mismatch

programs misaligned with workforce and learner realities

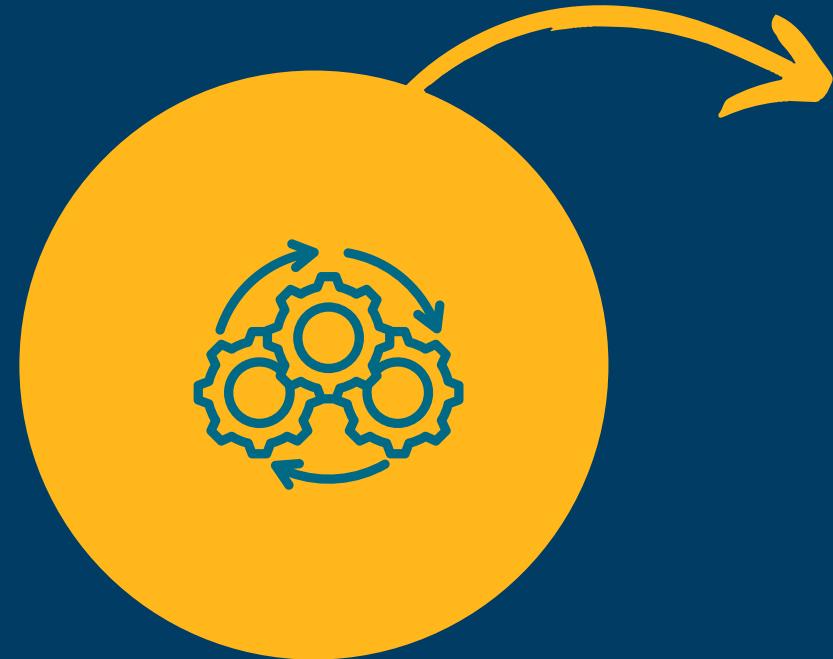
04

### Inaccessibility

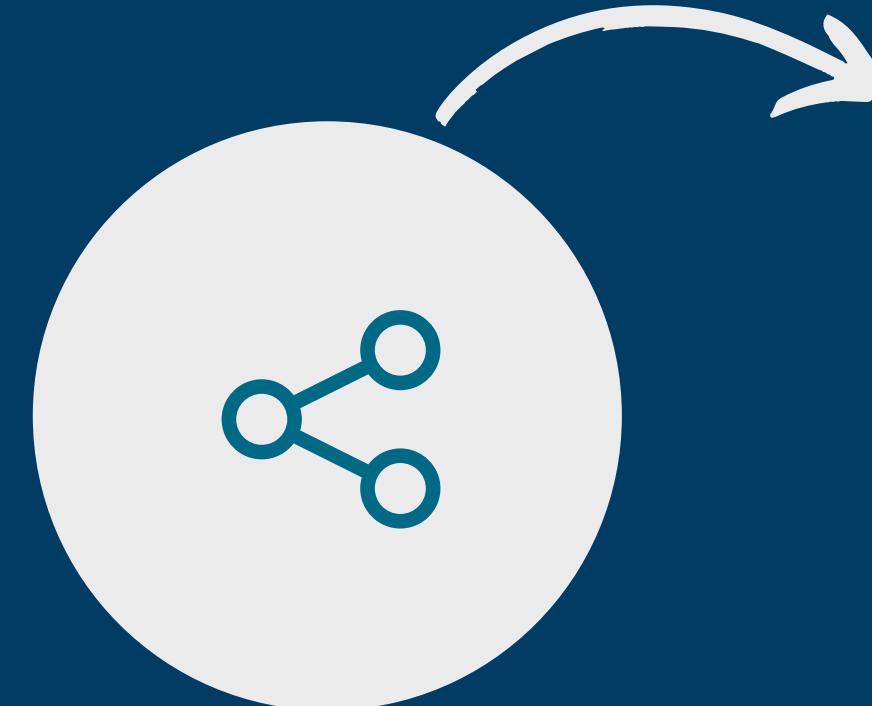
formats and timelines that exclude viable learners

# Academic and Modality Excellence

# Strategic Timeline



**STABILIZE:**  
Operational  
Systems  
6-12 months



**REBUILD:**  
Curriculum &  
Modalities  
*6-18 months*



**TRANSFORM:**  
Learner  
Expansion  
*6-36 months*

# Stabilize: Operational Systems



01

## Complexity → Simplicity

- Registration bottlenecks
- Earlier registration timing
- Centralized communications
- Bear Central workflow fixes
- Graduate admissions mapping

02

## Invisibility → Transparency

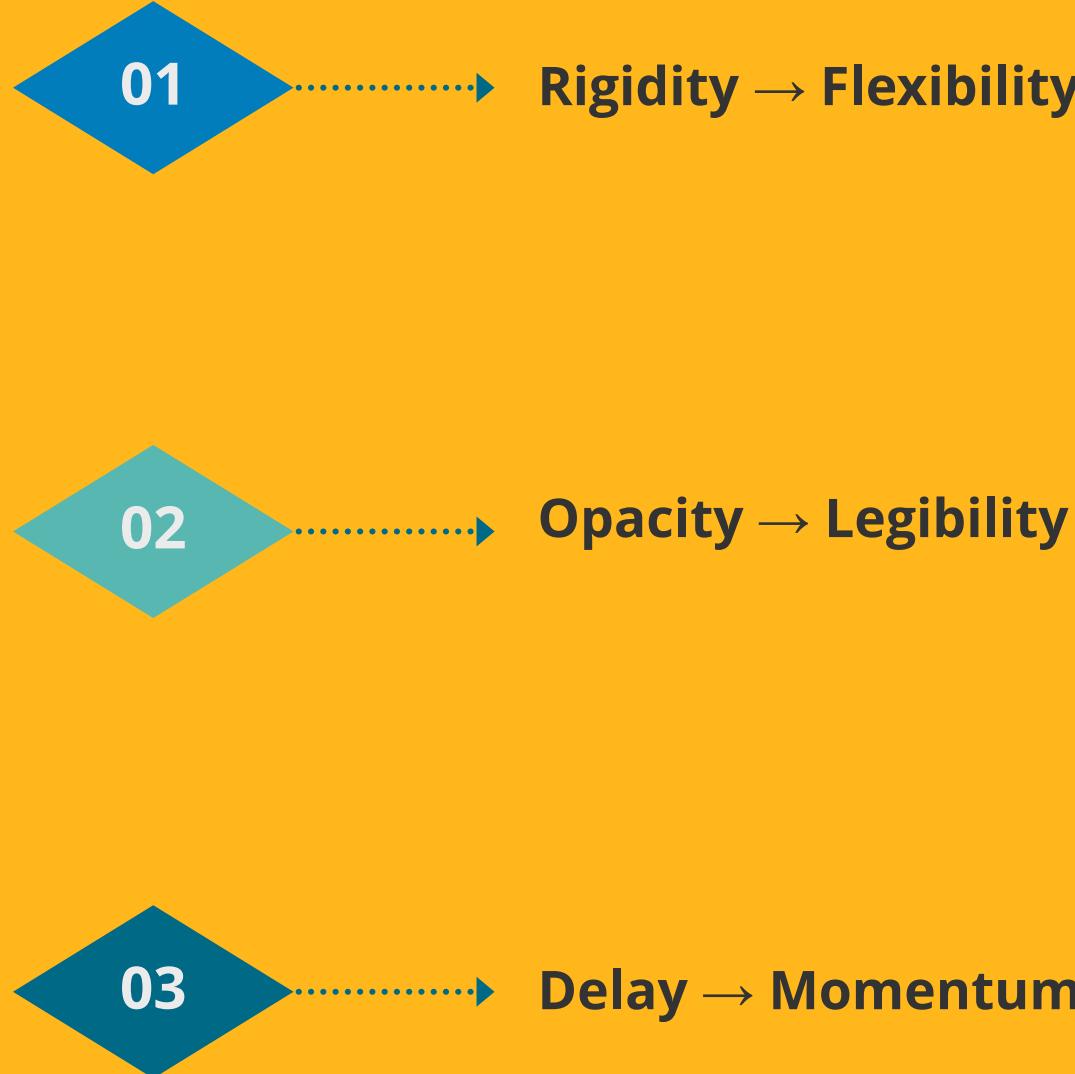
- Early awarding
- Standardized timelines & messaging
- Financial process mapping

03

## Misalignment → Coherence

- Cost-of-attendance model
- SAP/probation clarity
- Case Management X-Walk
- Advising Redesign

# Rebuild: Curriculum & Modalities



- Micro-credentials pathways
- Undergraduate degree map cleanup (>120 credits)
- Modular curricular design
- Flexible entry points

- Degree outcome storytelling
- Workforce-aligned program learning outcomes
- Catalog clarity & brand alignment

- Cleaned curricular calendaring
- Earlier sequencing of decisions
- Student-centered scheduling
- Degree Acceleration Dashboard



# Transform: Learner Expansion

**Inaccessibility → Access**

**Mismatch → Relevance**

**Invitation → Scale**

01

- Online program expansion
- Transfer pathway diversification
- PLA via portfolio
- Returning & adult learner models

02

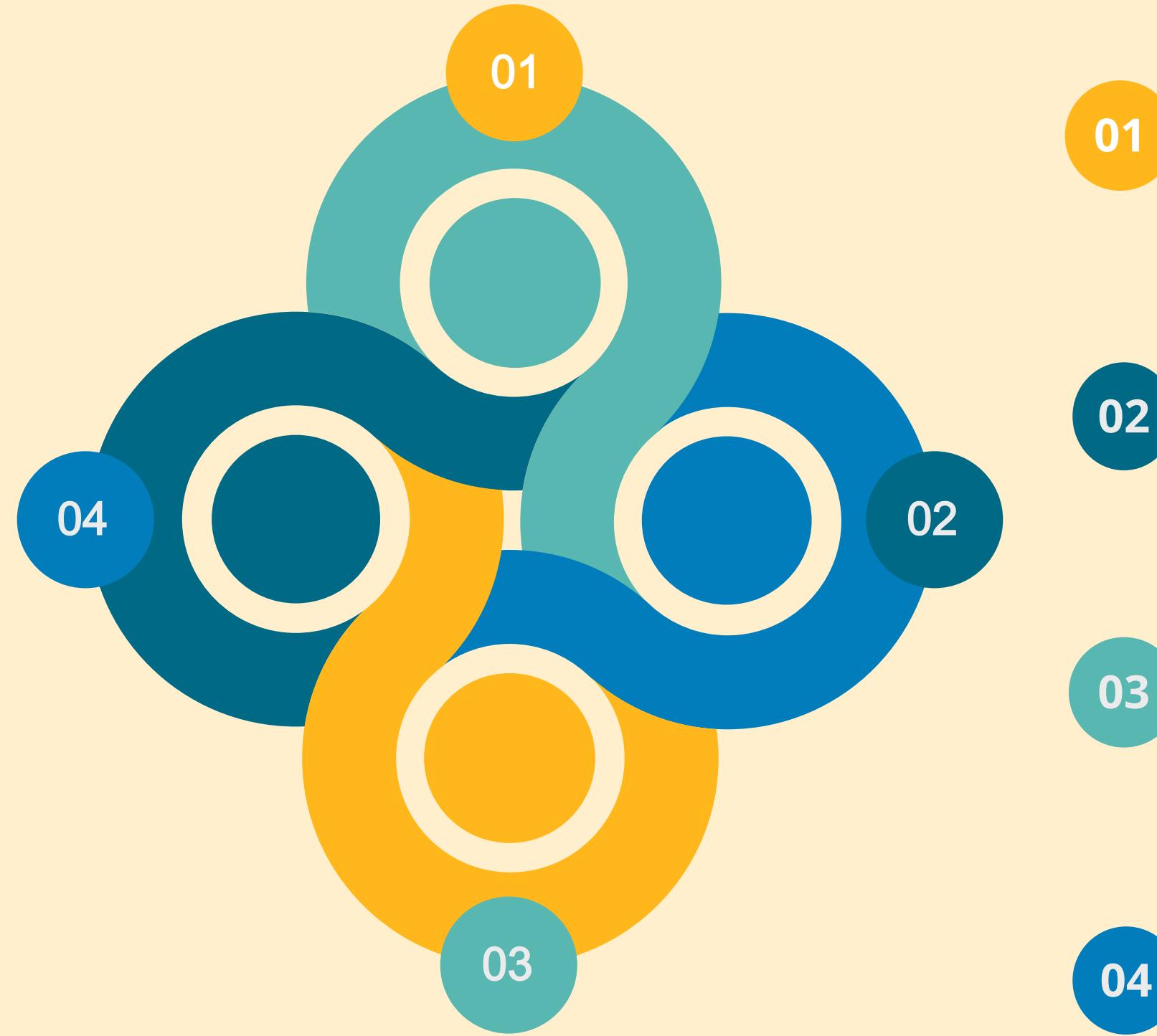
- Workforce realignment
- Employer-informed curricula
- Career-aligned credentials

03

- Pre-collegiate pipelines
- Dual enrollment expansion
- Parent-child & community models

# Key Opportunities for Innovation

*To support enrollment stability, transparency, and long-term institutional thriving, we request Board support for:*



- 01 November rate-setting enabling financial transparency
- 01 Development of transparent cost-to-completion models
- 02 WUE expansion (150%tuition) to all US residents with potential expansion to 100% tuition rates for targeted states
- 04 Specialized dual-enrollment and precollegiate team
- 03
- 02
- 04
- 01

*Thank You!*