



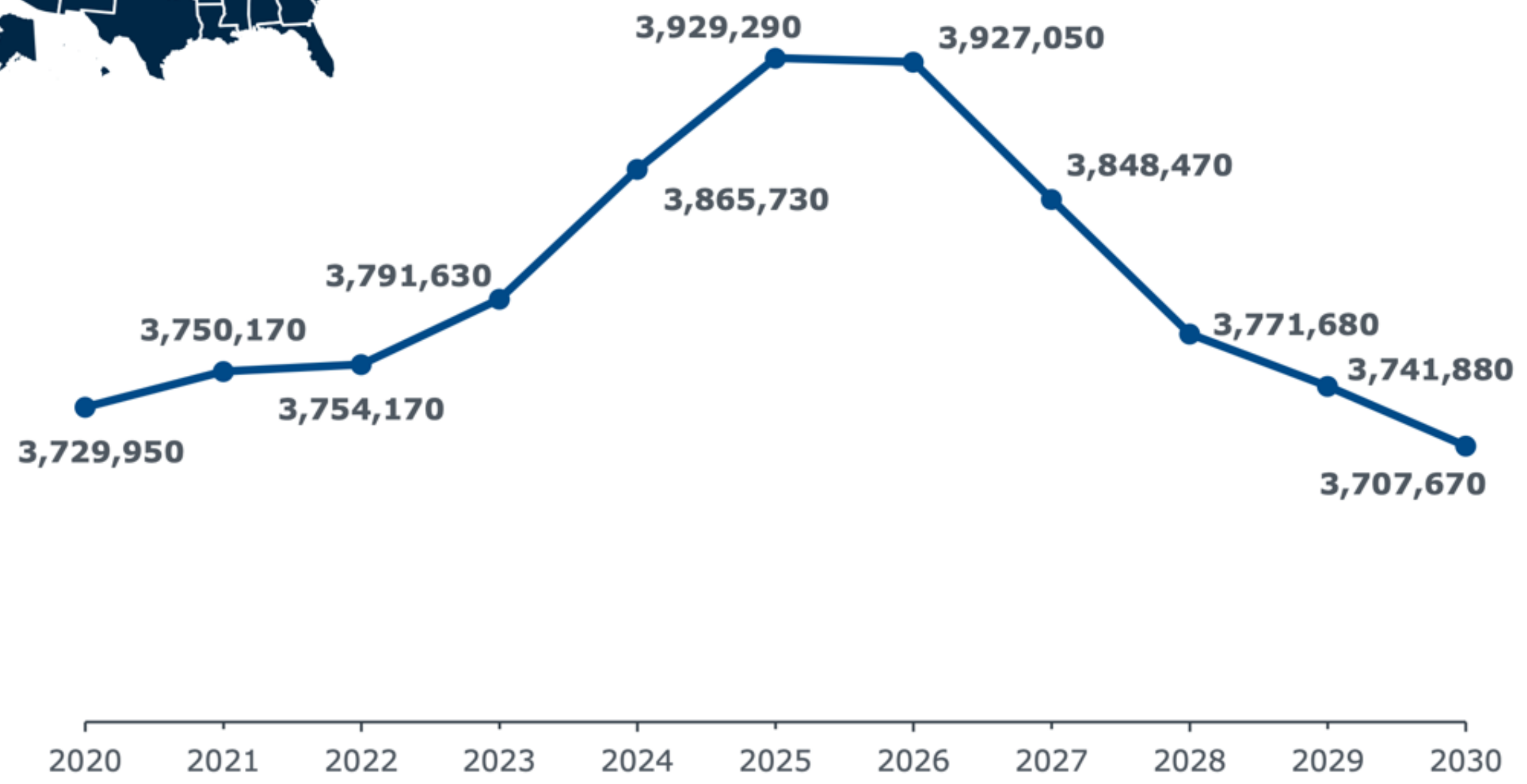
Strategic Enrollment Management Phase 3 : (Re)Design for Belonging

National HS Graduating Class

Graduating Classes 2020 – 2030

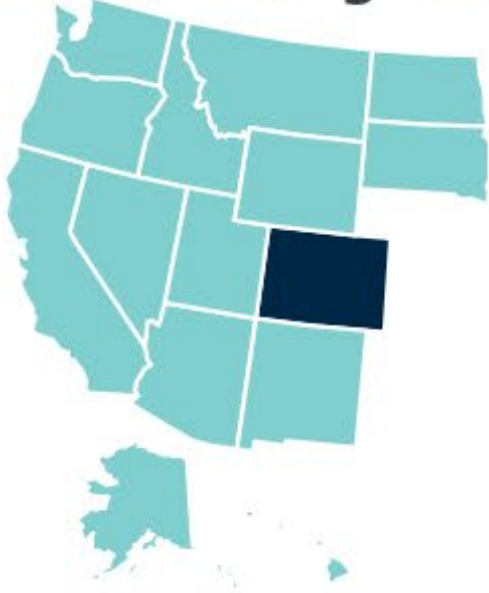


2025-2030
-221,620

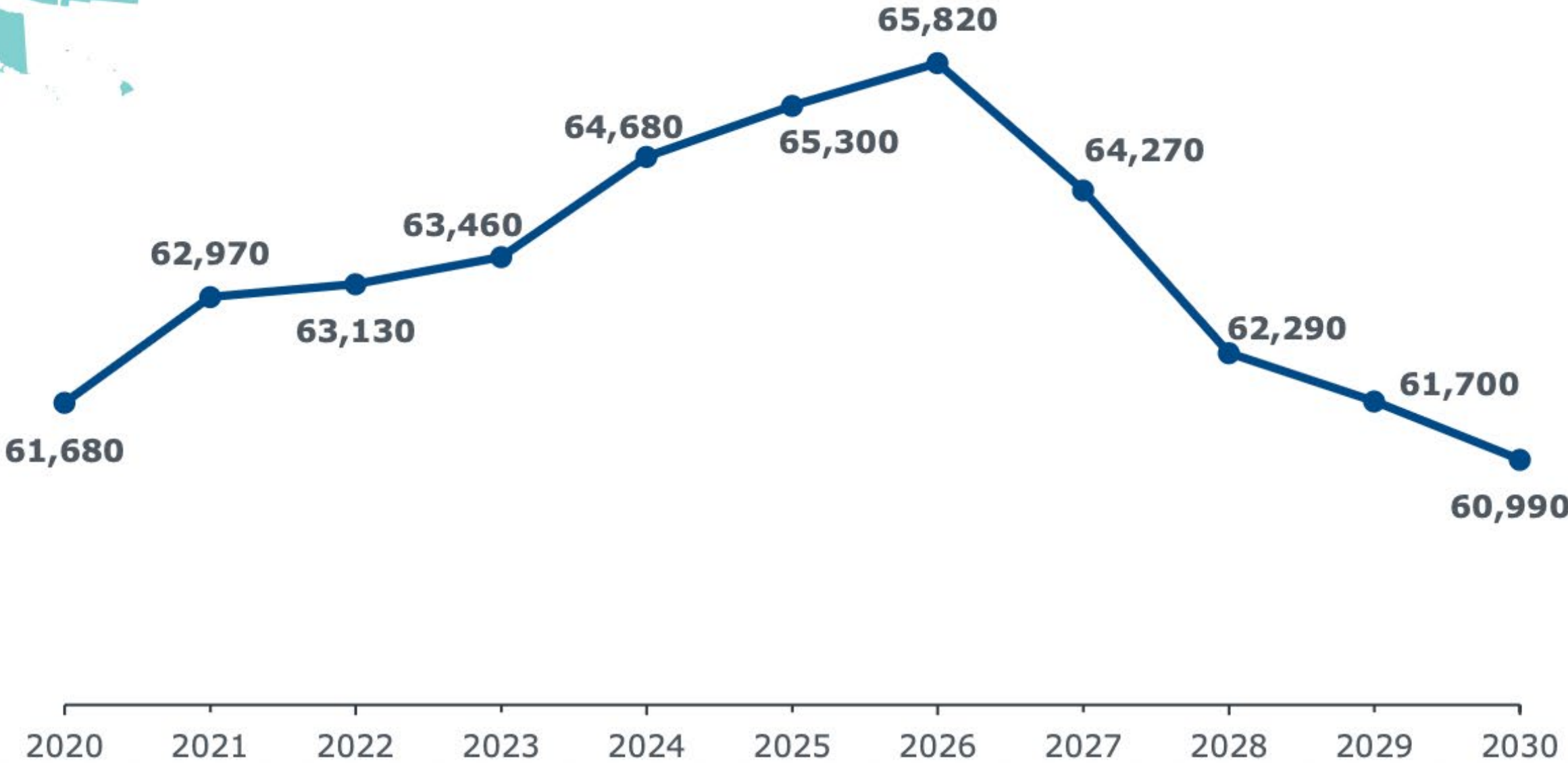


Colorado HS Graduating Class

Graduating Classes 2020 - 2030



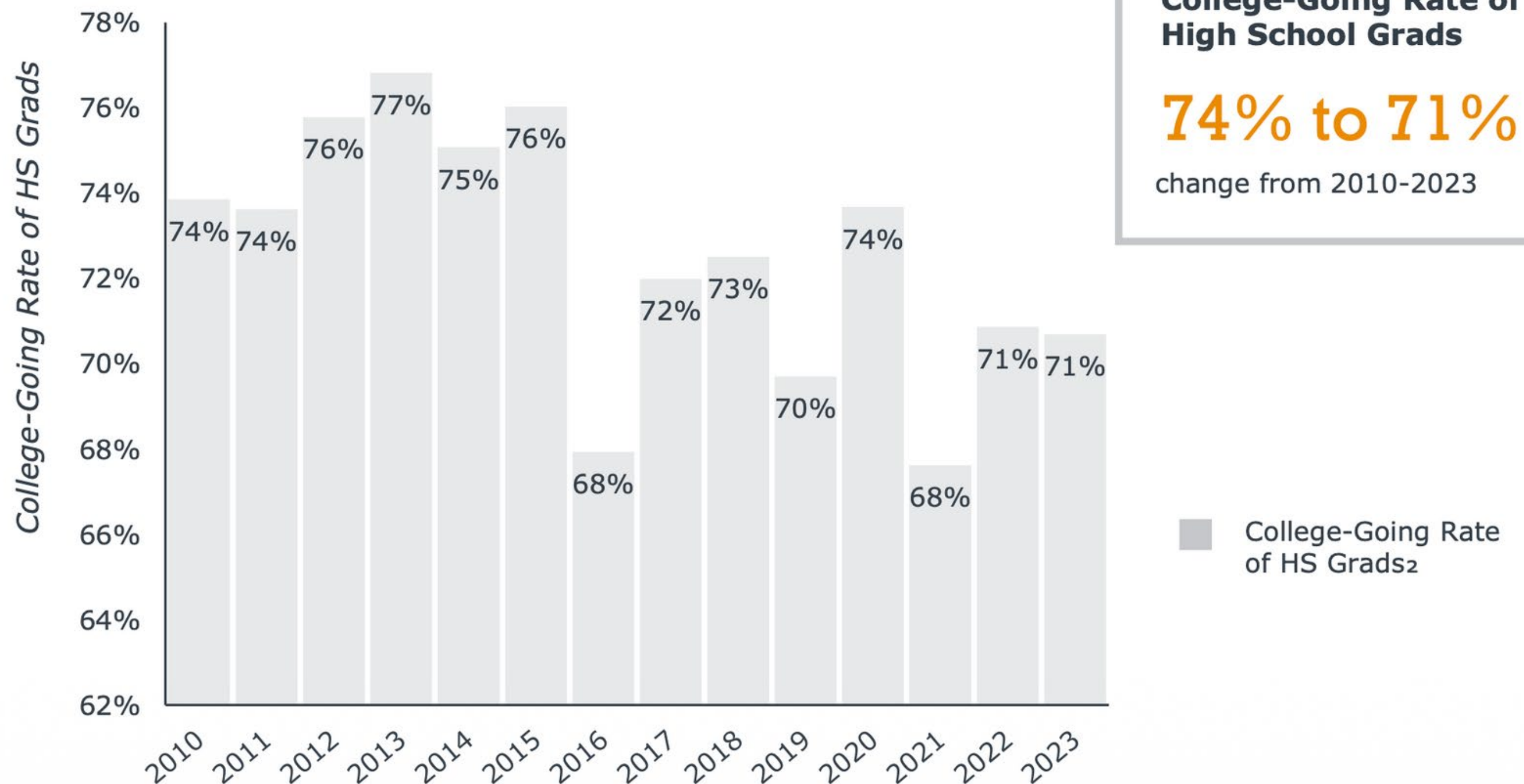
2026-2030	2026-2030
-4,830	-7.3%



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 10th 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).

Introducing A 'New' Group of Non-Consumers

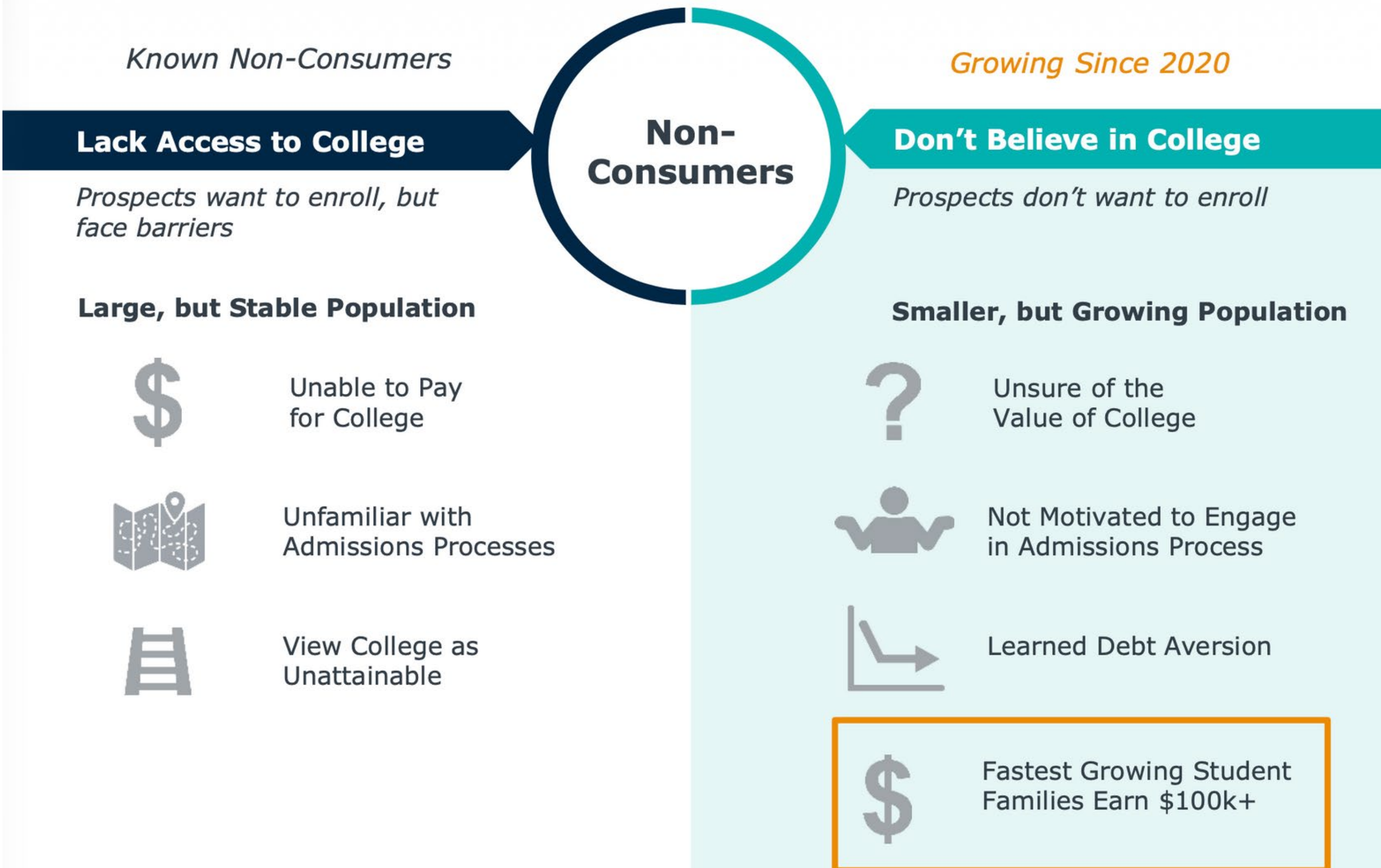
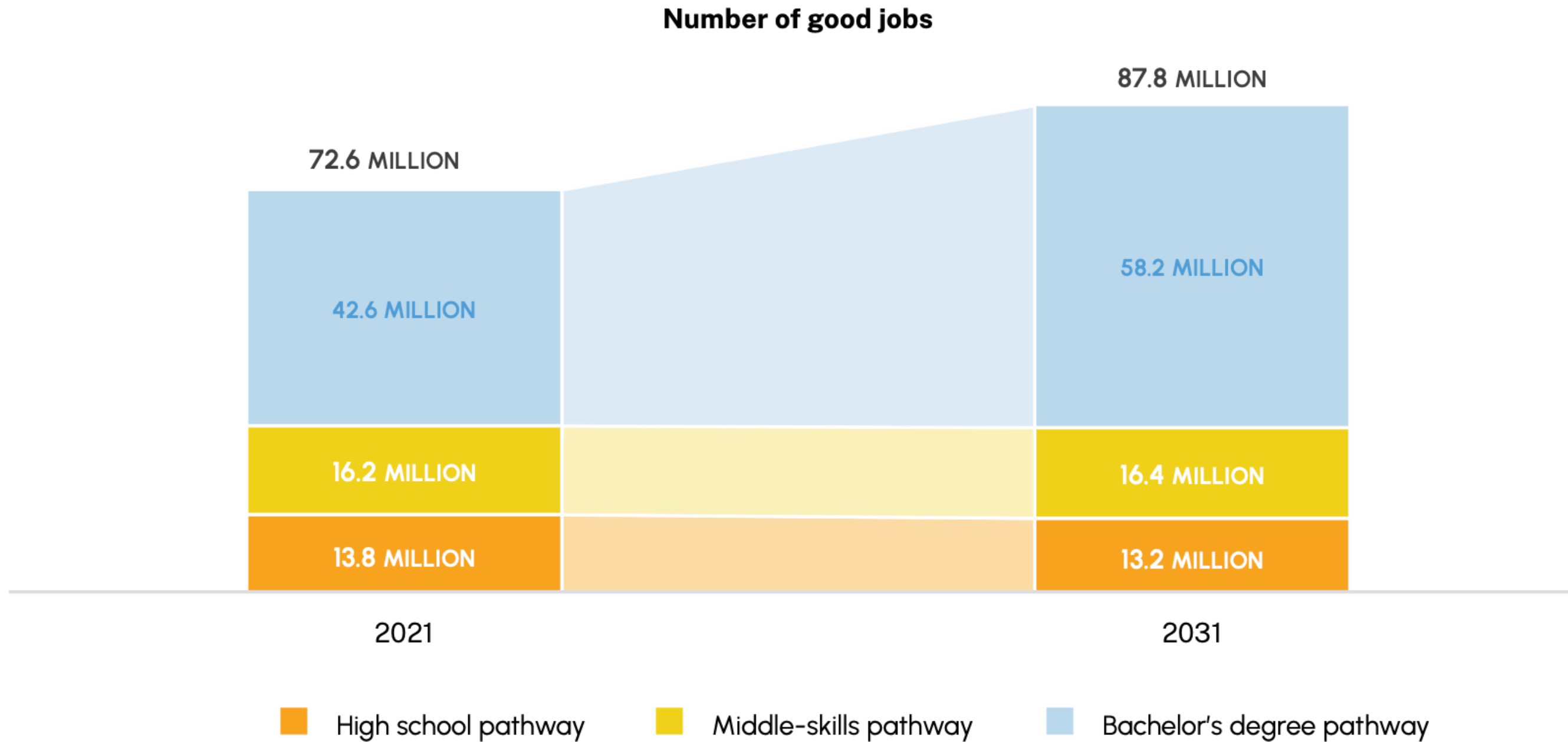


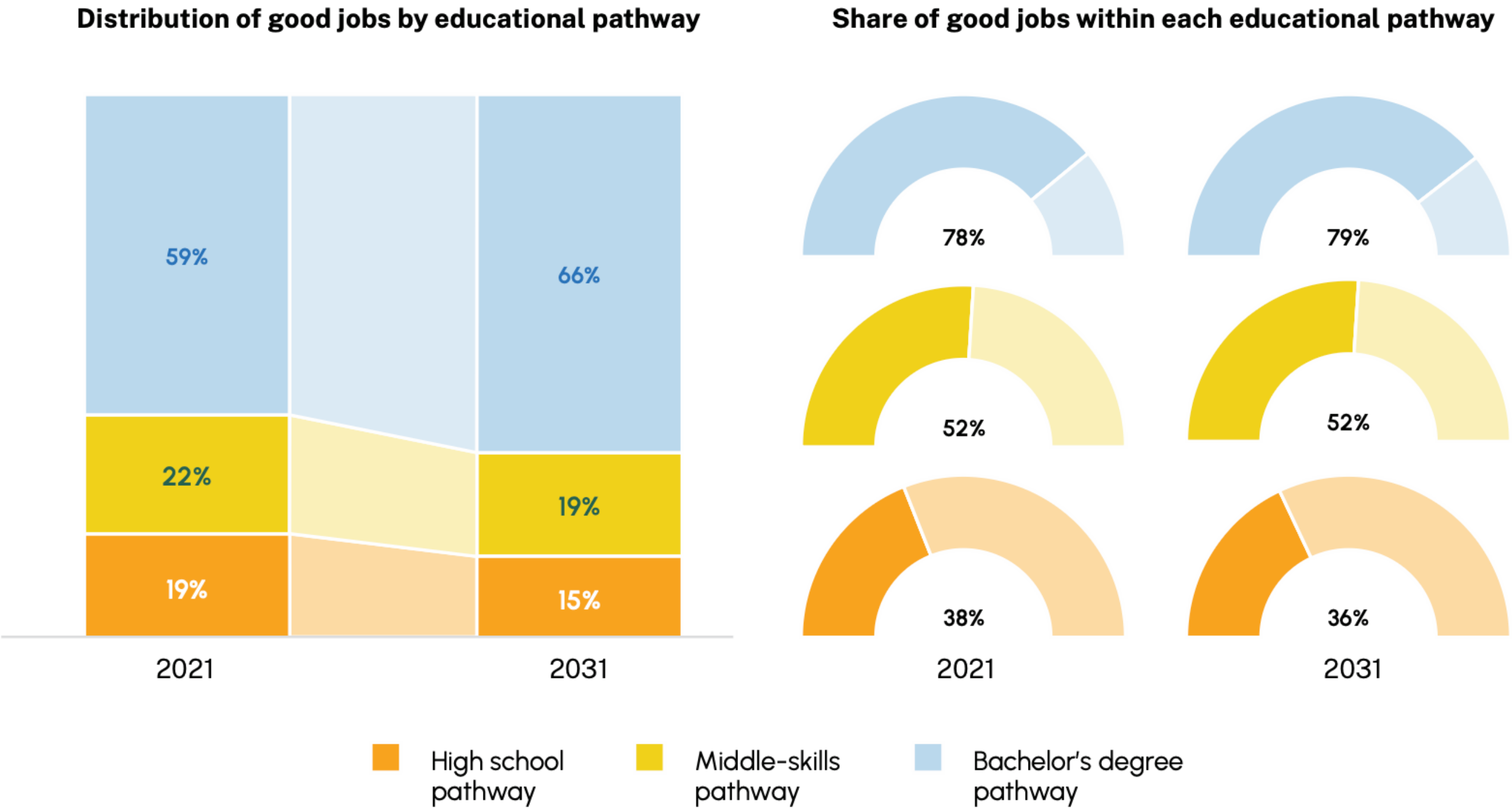
FIGURE 1. The number of good jobs for workers on the bachelor's degree pathway will grow by more than 15 million net new jobs, while the number of good jobs on the high school pathway will decline by nearly 600,000.



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.

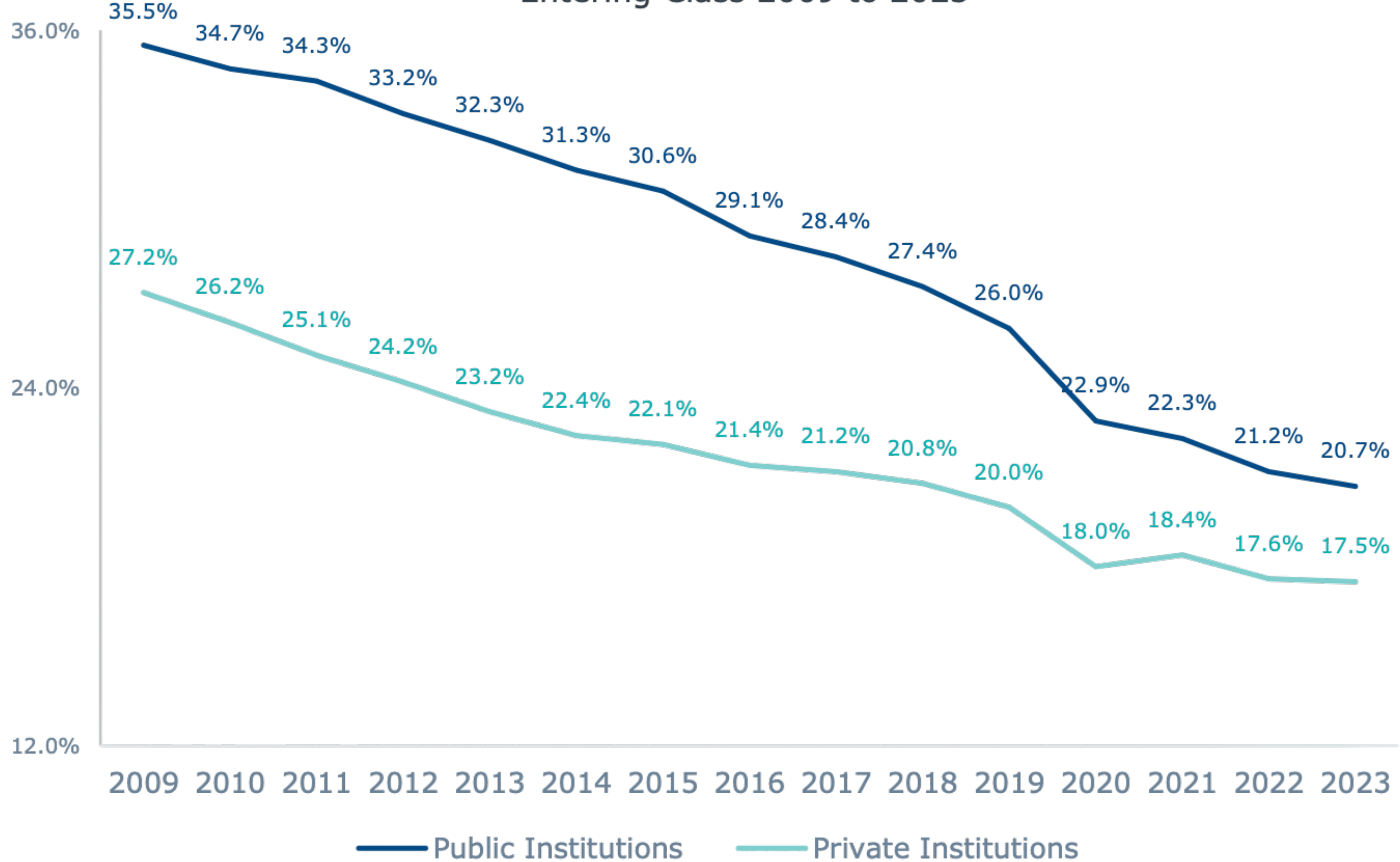
Average Number of Applications Per Student per Naviance
Entering Class 2020-2025



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

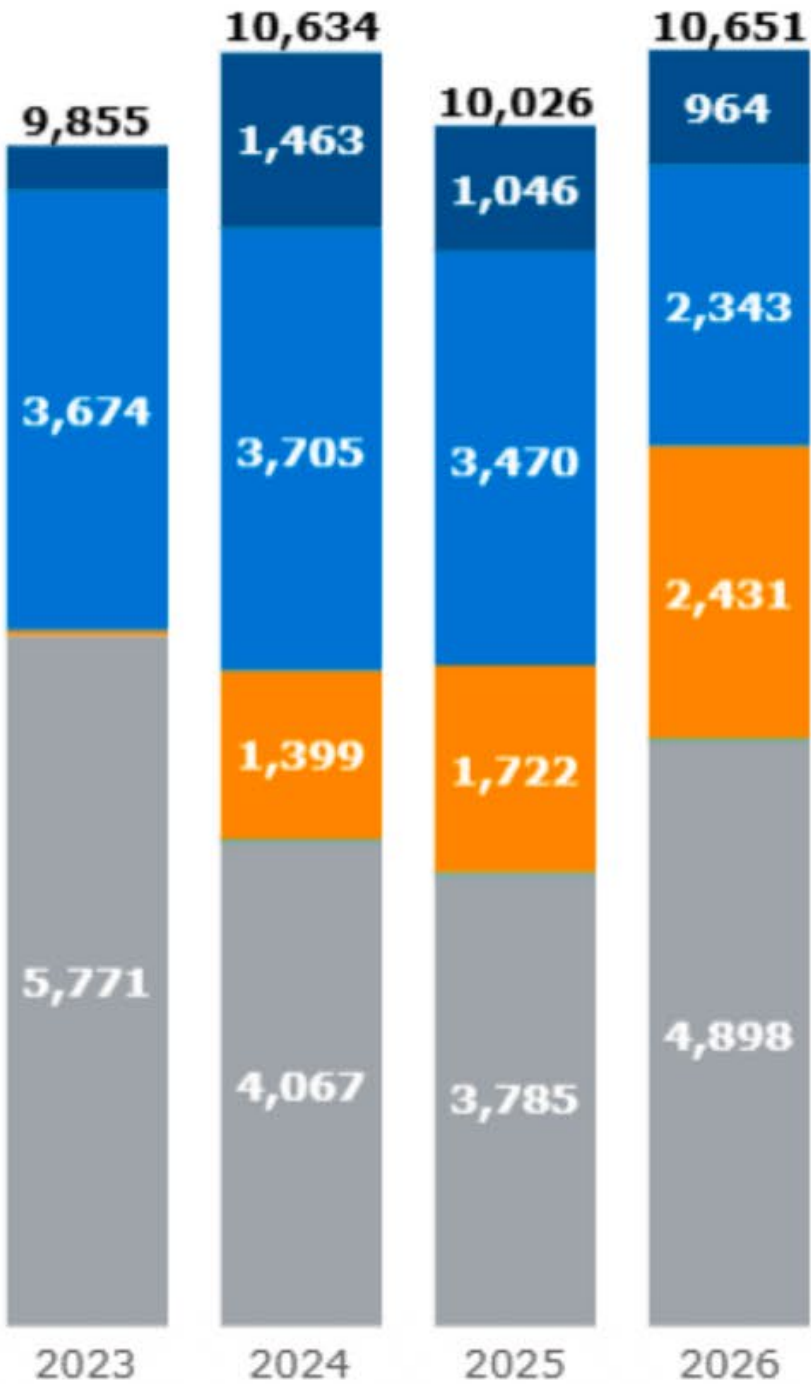
Full-Time Freshman - Fall



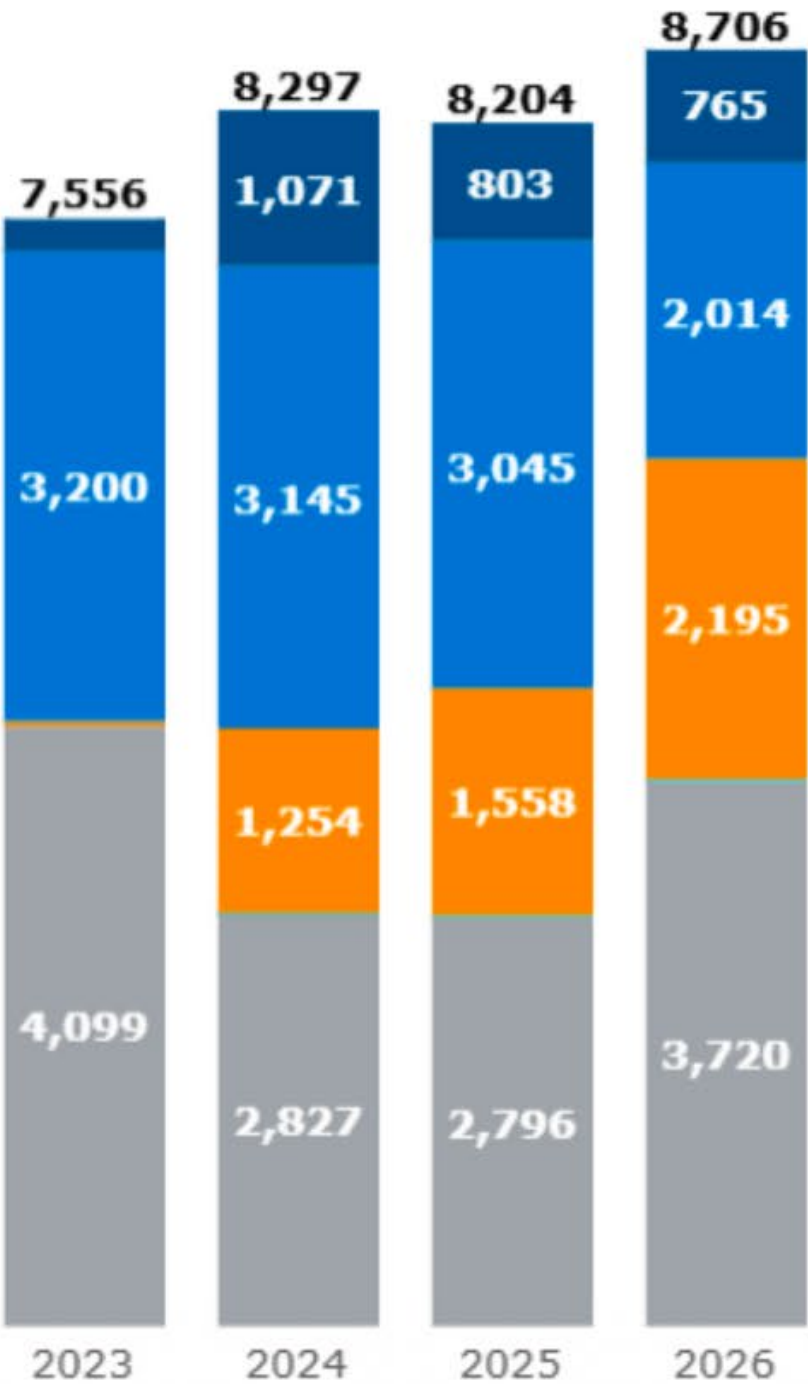
- 2023
- 2024
- 2025
- 2026

Full-Time Freshman - Fall

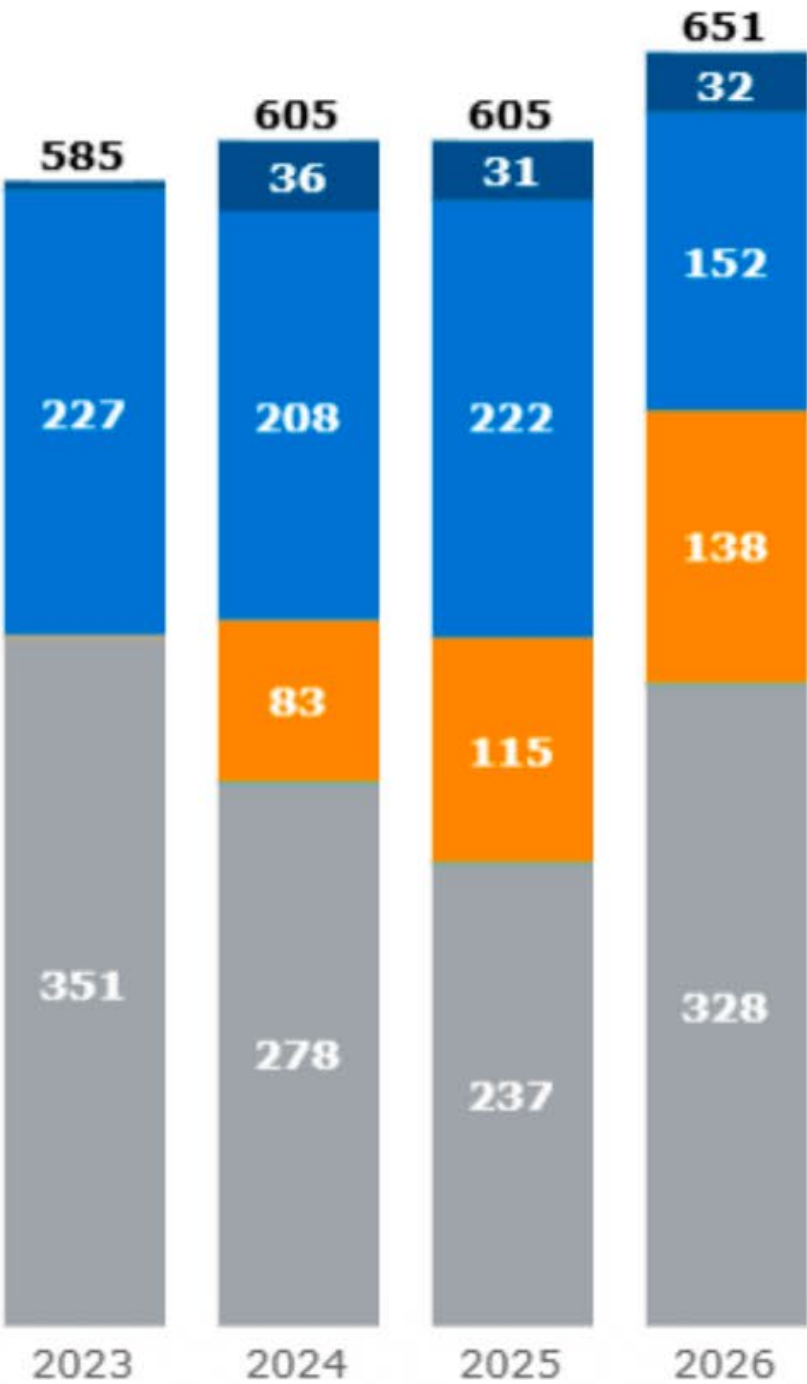
Submitted Applications



Admits



Deposits



- Senior
- Junior
- Sophomore
- Freshman
- Not Searched

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

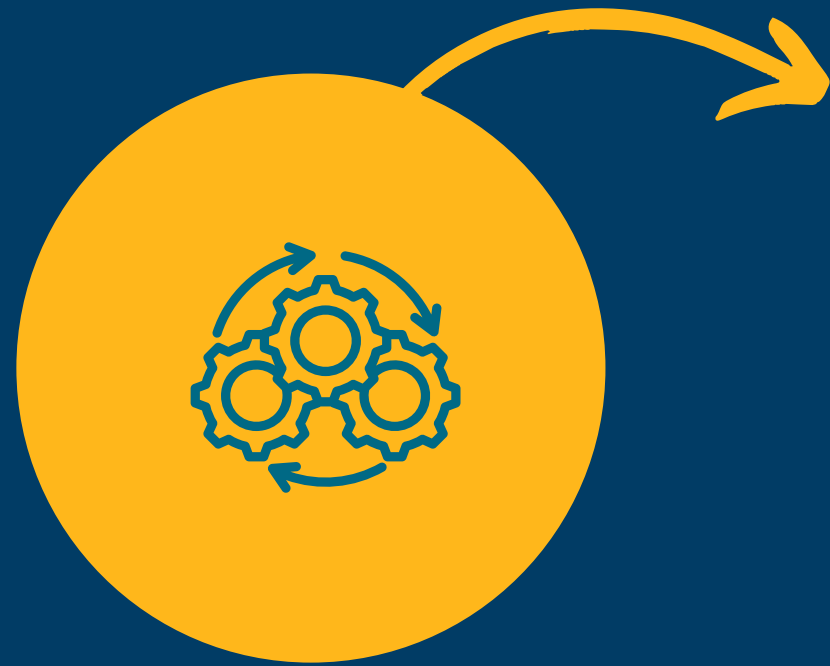
04

Inaccessibility

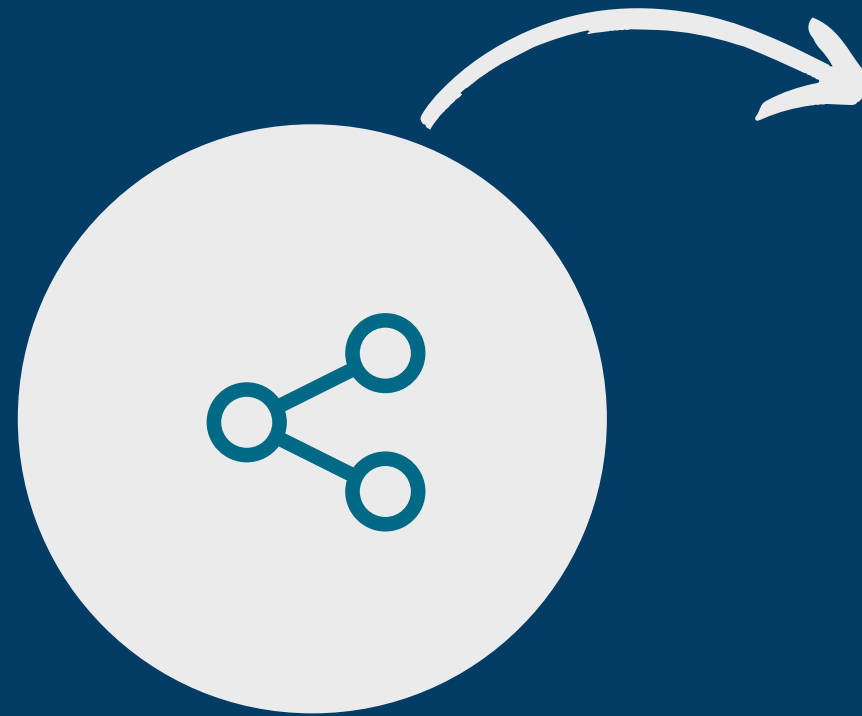
formats and timelines that exclude viable learners

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

01



Rigidity → Flexibility

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

02



Opacity → Legibility

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

03



Delay → Momentum

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



Transform: Learner Expansion

Inaccessibility → Access

01

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

Mismatch → Relevance

02

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

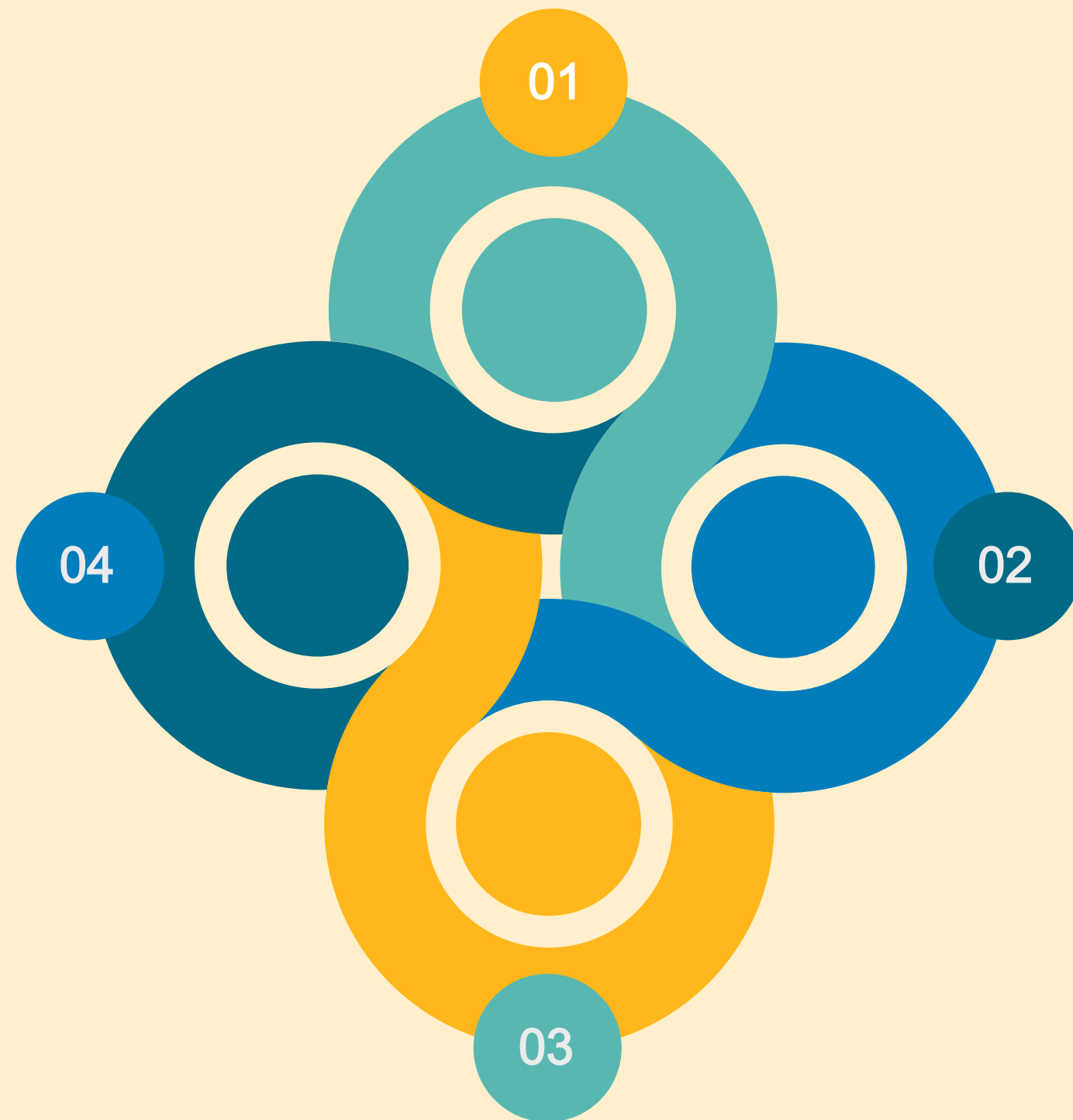
Invitation → Scale

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
- 02 Development of transparent cost-to-completion models
- 03 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



Thank You!