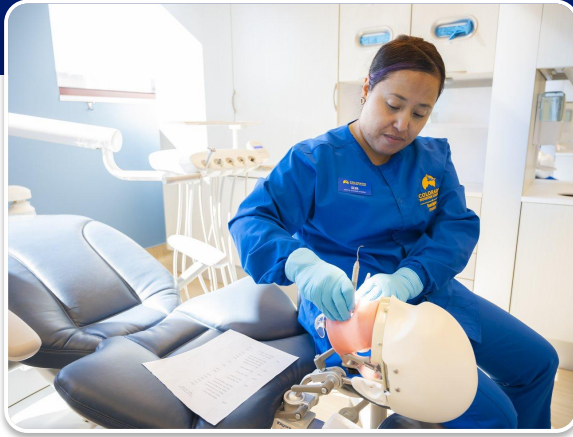


HB26-1317: Unified Postsecondary Talent Development System



September Update



COLORADO
Governor Jared Polis

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- Where Are We Now?
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What is the postsecondary talent development system?

Colorado's postsecondary talent development system refers to the collection of institutions, organizations, programs, and initiatives that receive state and federal funding to help Coloradans build skills, earn credentials, and connect with employment. It includes:

Institutions of Higher Education (IHEs)

Public Workforce System

Community Based Programs

Private Occupational Schools

Vocational Rehabilitation

Career & Technical Education (CTE)

Registered Apprenticeship Programs (RAPs)

Human Services

K-12 Postsecondary & Workforce Readiness Programming

Adult Education Programs

Businesses & Industry Associations

Persistent Challenges



Figure 44

States with the Highest Shares of Their 25 to 54 Population That Have Moved From Another State or Abroad Within the Past Year, 2019 to 2023

[Accessible data for Figure 44](#)

Rank	State	Estimated Share of a State's 25 to 54 Population That Has Moved From Another State or Abroad Over the Past Year
1	Wyoming	6.0%
2	Hawaii	5.8%
3	Alaska	5.5%
4	Nevada	5.4%
5	Colorado	5.3%

A relatively high share of Colorado's prime-working age population are from out of state, and they bring with them postsecondary education.

Figure 45

Share of Individuals Who Moved to State Within the Past Year From Another State or Abroad, by Level of Educational Attainment (2019 to 2023: 25 Years and Older Population)

[Accessible data for Figure 45](#)

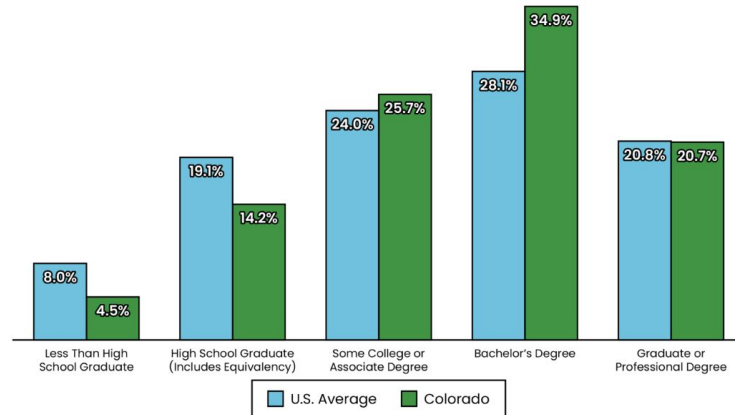
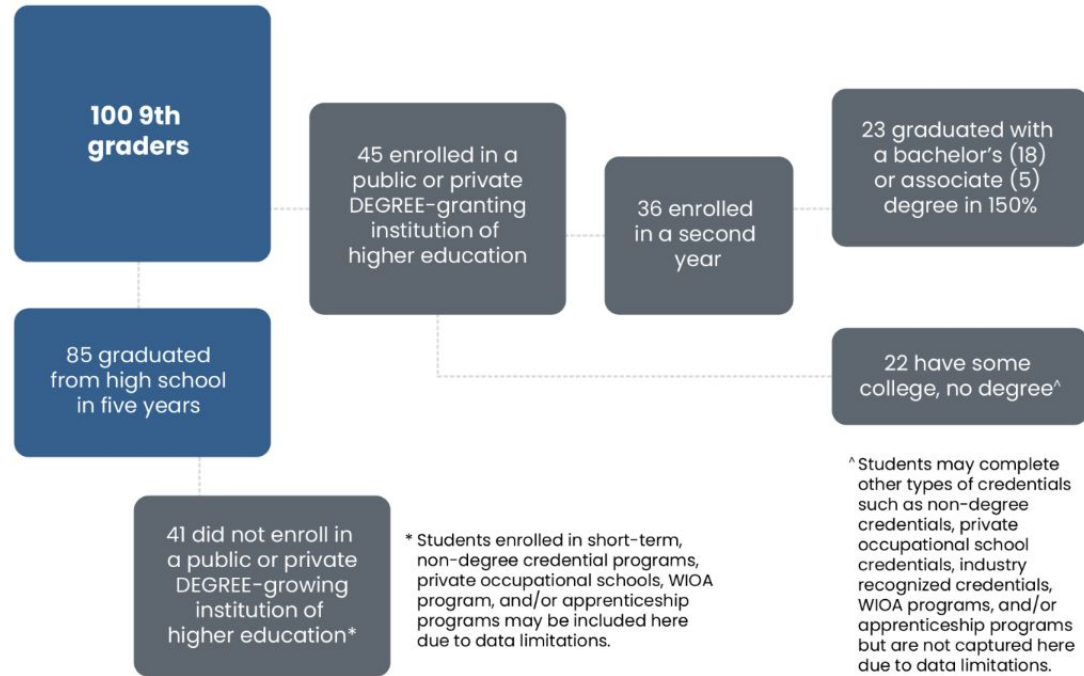


Figure 39

Progression of 100 Hypothetical 9th Graders in Colorado Through the Postsecondary System

[Accessible information for Figure 39](#)



Many Colorado learners struggle to connect the right post-secondary experience.

Many adults lack postsecondary credentials - which will become even more critical. By 2031, 73% of all CO jobs Colorado will require some postsecondary training beyond high school.

670,000+

Coloradans 25-64 in
labor force with some
college or associate's
degree

4.3% unemployed

440,000+

Coloradans 25-64 in
labor force with a high
school diploma or
equivalent

5.3% unemployed

150,000+

Coloradans 25-64 in
labor force with no
high school diploma

6.3% unemployed

120,000+

Unemployed
Coloradans

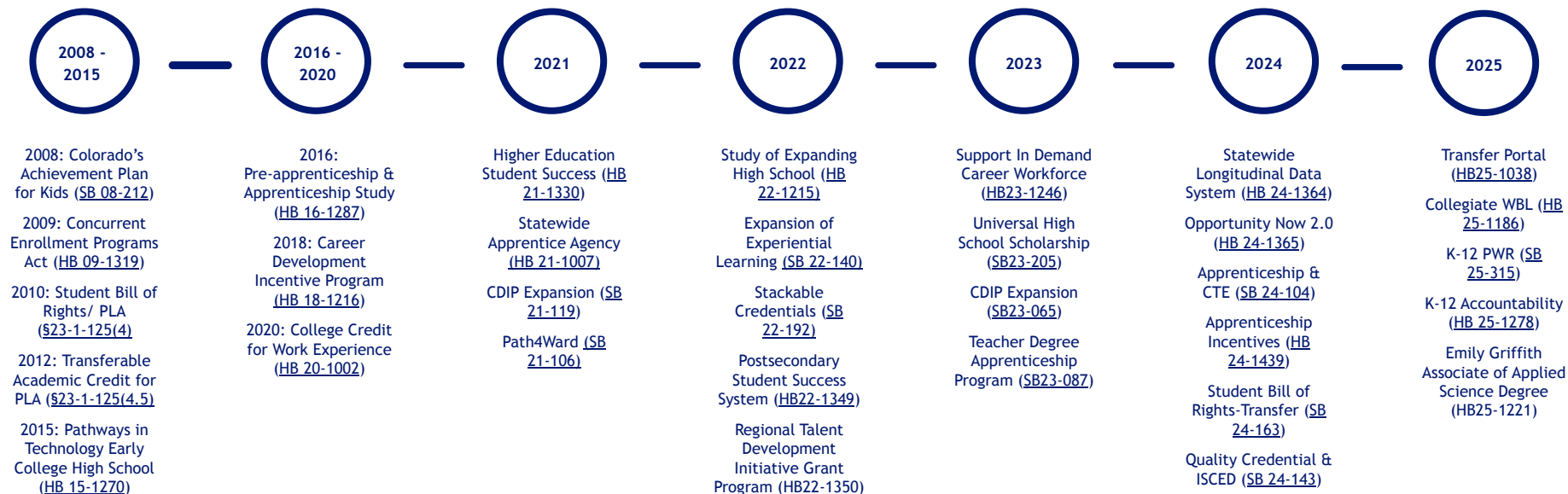
3.8% unemployment

Compared to 2.7% unemployment for Coloradans with a Bachelor's Degree or higher.

[ACS 2024 5-year Estimates](#)
[Colorado Employment Situation](#)

Filling the Gaps

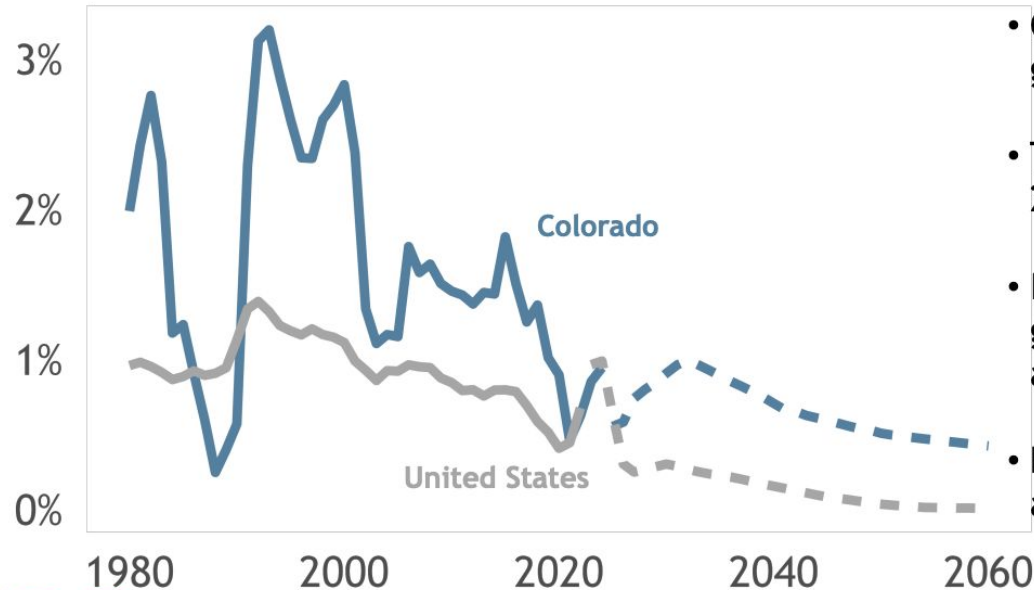
Colorado is a leader in integrating education and work through 15+ years of policy and innovative pilots.



Emerging Challenges

Talent is Becoming More Scarce - *Growth Rates*

Annual Percent Change



- Colorado has historically grown faster than US
- This changed beginning in 2021
- Impacted both by slowing growth in the Colorado and faster growth in US
- Both trajectories anticipated to change



Source: State Demography Office, vintage 2024 estimates and projections & Congressional Budget Office, Demographic Outlook: 2025-2055

20

NEWS: ECONOMY

Colorado's labor force shrinks again in March to fourth-lowest participation rate since 1976

The state's unemployment rate remains at 3.9%. Fewer are unemployed and employed, which is impacting the size of Colorado's labor force.

Colorado's updated data show the state's job market is weaker than we thought

 By Sarah Mulholland · Mar. 18, 2025, 1:25 pm

Colorado's economy is projected to grow in 2026, but labor constraints are tempering forecasts

After a decade of rapid expansion, 2026 is expected to bring slower employment spending growth to Colorado — but economists are avoiding the word recession.

coloradopolitics

How job losses for since pandemic

by  04/13/2026 | updated 2 months ago

 **CPR News**

JUSTICE

TO SUPPORT

POLITICS

MONEY

ARTS

JUSTICE

ENVIRONMENT

NEWSLETTER

WAYS TO SUPPORT

Colorado's job market slumps as legislative economist calls out bad data

 By Sarah Mulholland · Dec. 5, 2025, 4:00 am



H.R. 1 Changes to Higher Education

Earnings Premium Test

- Over 10,600 Colorado students in **67 programs** estimated to be “low-earnings”
- Potential loss of **\$56.2 million** in Title IV funds in low-earnings programs

July 1, 2028

Student Loan Changes

- Combined Impacts of Loan Changes for Graduate Students
- 1,235 students losing ~\$50,000 per student
- Conservatively, loss of \$62 million in student loans for Colorado

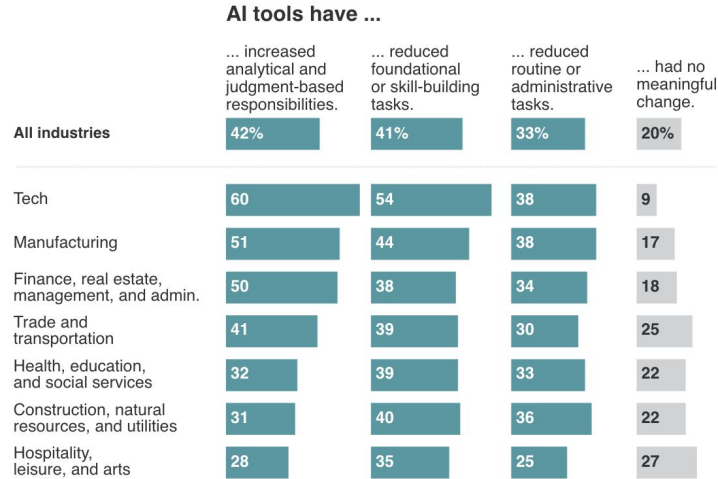
July 1, 2026

Workforce Pell

- Completion rate of at least 70% within 150% normal time for completion
- Verified job placement of 70%
- Median value-added earnings greater than the program cost
- Meets employer hiring requirements

Changes to the Future of Work

AI Impact on Entry-Level Job Tasks by Industry



AI appears to be shifting entry-level work away from routine and administrative tasks toward more complex responsibilities. More than 40 percent of employers report that AI has increased the analytical responsibilities assigned to entry-level employees, while a nearly identical share say it has reduced routine administrative tasks.

“The pace of workforce transformation is likely to accelerate, with half of today’s work activities potentially automated between 2030 and 2060.”

[McKinsey](#)



Now What?



EO Report

May 2025 Governor Polis signed Executive Order 2025-006 which directed various CO agencies¹ to **reimagine the future** of the postsecondary talent development system by developing a plan to:

- Seamlessly integrate postsecondary education, skills attainment, and training strategies
- Future-proof talent development by investigating and scaling strategies to increase adaptability and efficiency
- Improve the ability for learners, employers, community members, and State agencies to navigate the system
- Increase postsecondary credential attainment, particularly for the students who historically have not connected to postsecondary education or training within six years of high school graduation
- Reduce bureaucratic barriers to cross-functional education and training

1. CDLE, CDHE, DORA, and OEDIT to work with the Governor's Office and the Department of Education. Source: D 2025 006 Executive Order



December 2025:

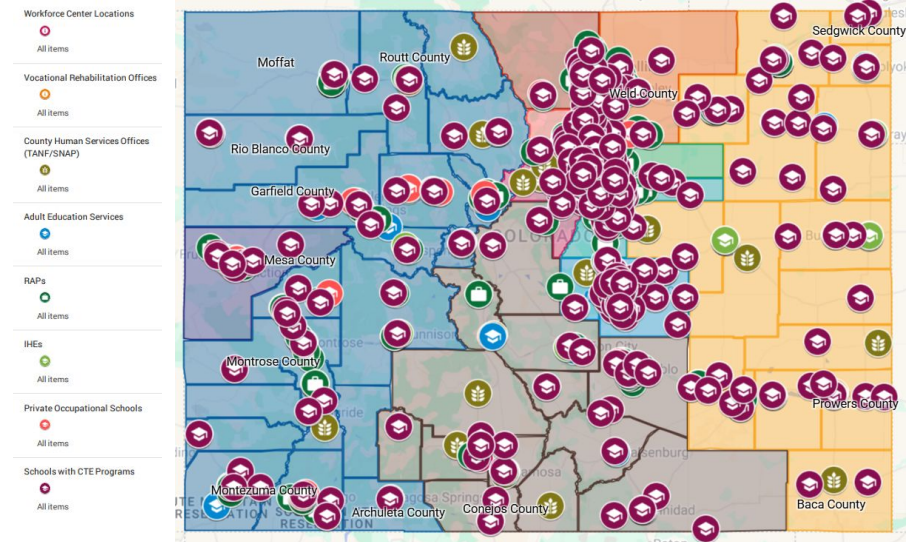
Governor Polis, Legislative, Education and Workforce Leaders Announce Innovative Vision for Colorado Learners, Jobseekers, & Employers

WEDNESDAY, DECEMBER 10, 2025

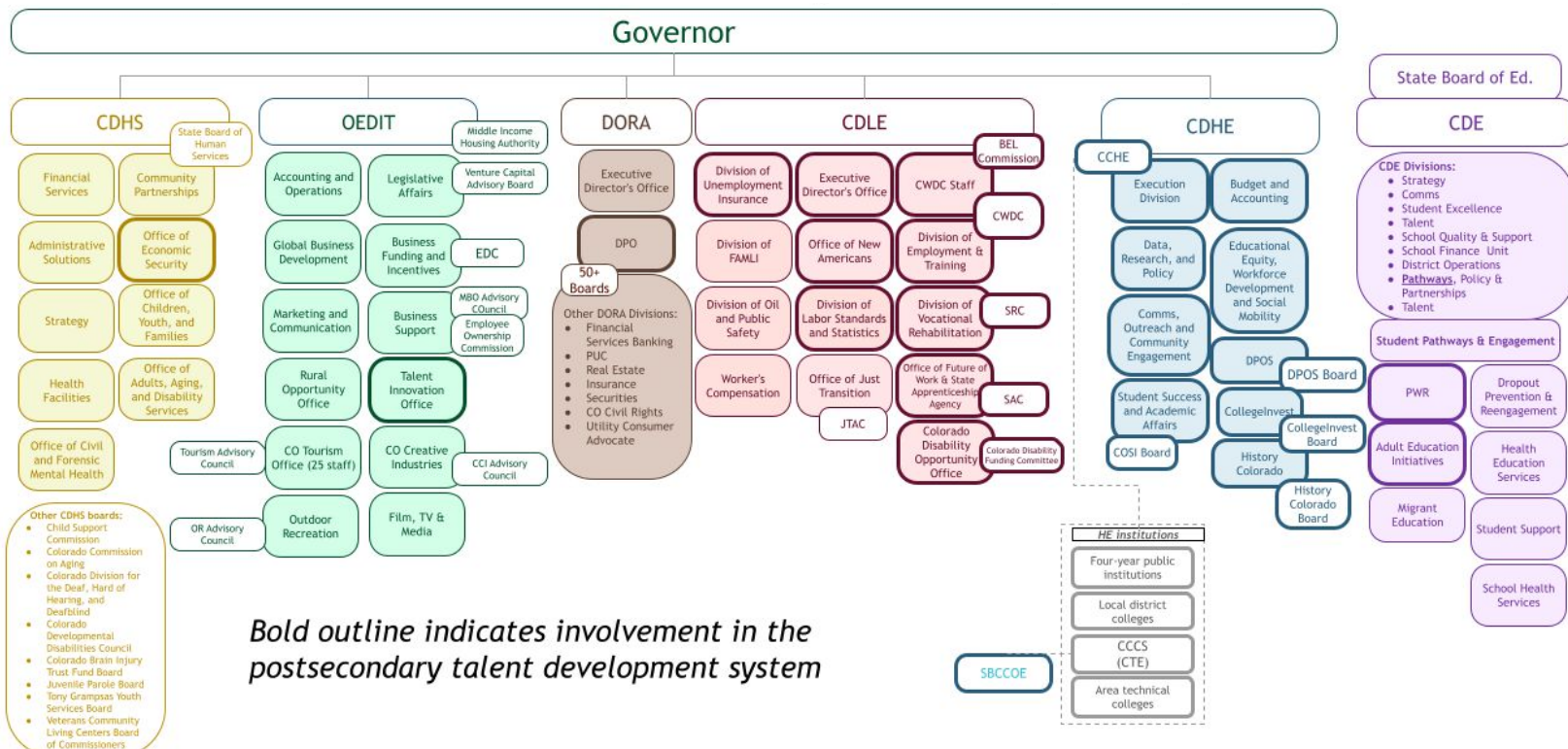


Coloradans seeking opportunity and businesses looking to build talent must navigate a complex system.

Regional Structures	Navigation & Resource Organizations	Education & Training Organizations	Education & Training Programs	Credential Types
178 school districts	75 human services offices	472 K-12 schools with Career and Technical Education (CTE) offerings	300+ registered apprenticeship programs	194 apprenticeship occupations
64 counties	55 workforce center locations	2 public local district colleges	4500+ programs eligible for participants of the public workforce system	131 licenses
21 BOCES	47 qualified apprenticeship intermediaries	3 public area technical colleges	9800+ programs of study offered across public and private institutions of higher education	4164 certificates
10 workforce areas	25 vocational rehabilitation offices	13 public community colleges	15 career cluster options via CTE	1890 associate degrees
14 economic development regions		13 public universities and research institutions		1913 bachelor's degrees
27 sector partnerships		91 adult education providers		1414 master's degrees
		67 private colleges, universities, or religious training institutions		453 doctorates
		290+ private occupational schools		
		622 approved education and training providers for Veterans programs		



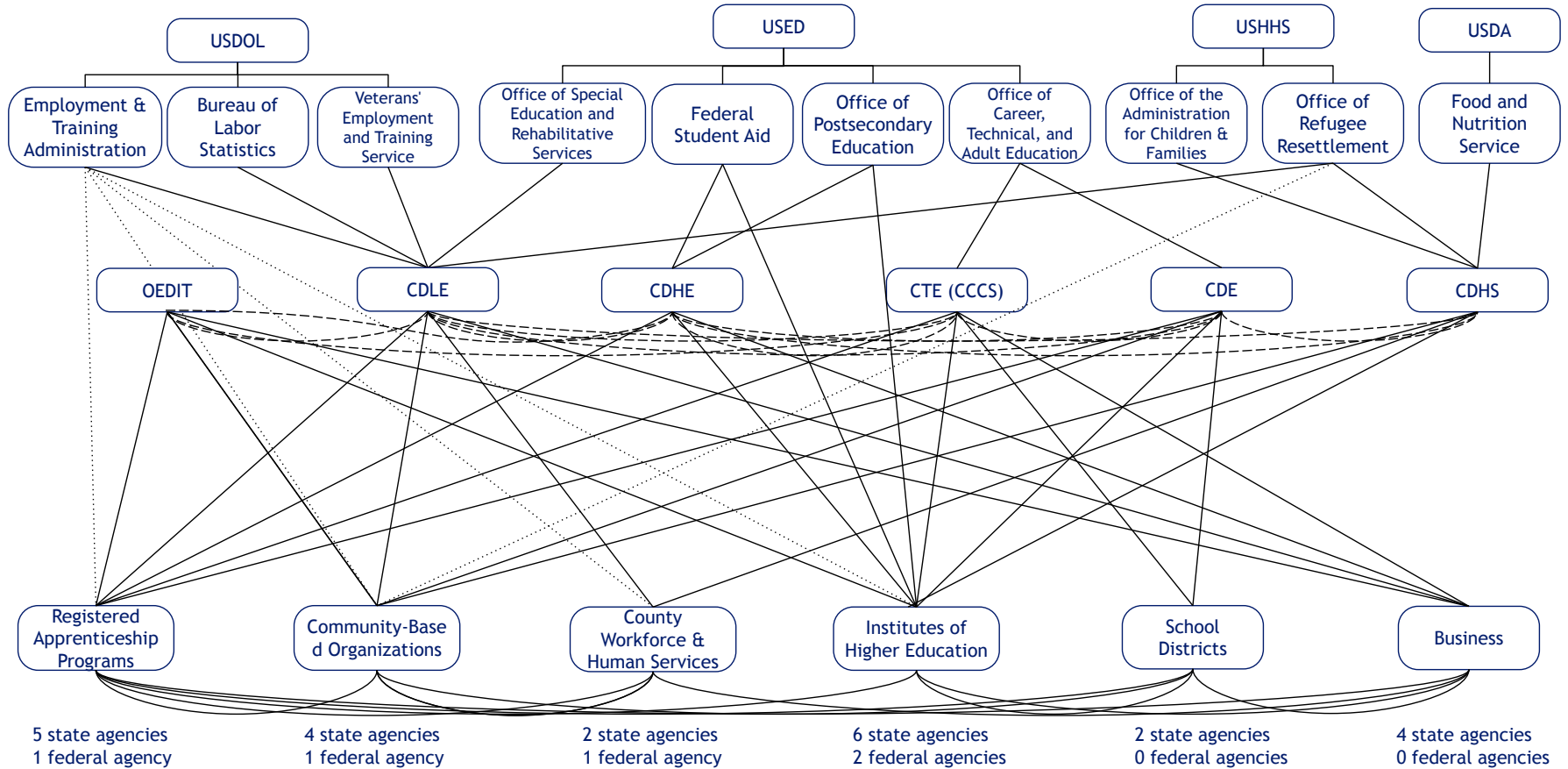
The State's fragmented structure contributes to the complexity.



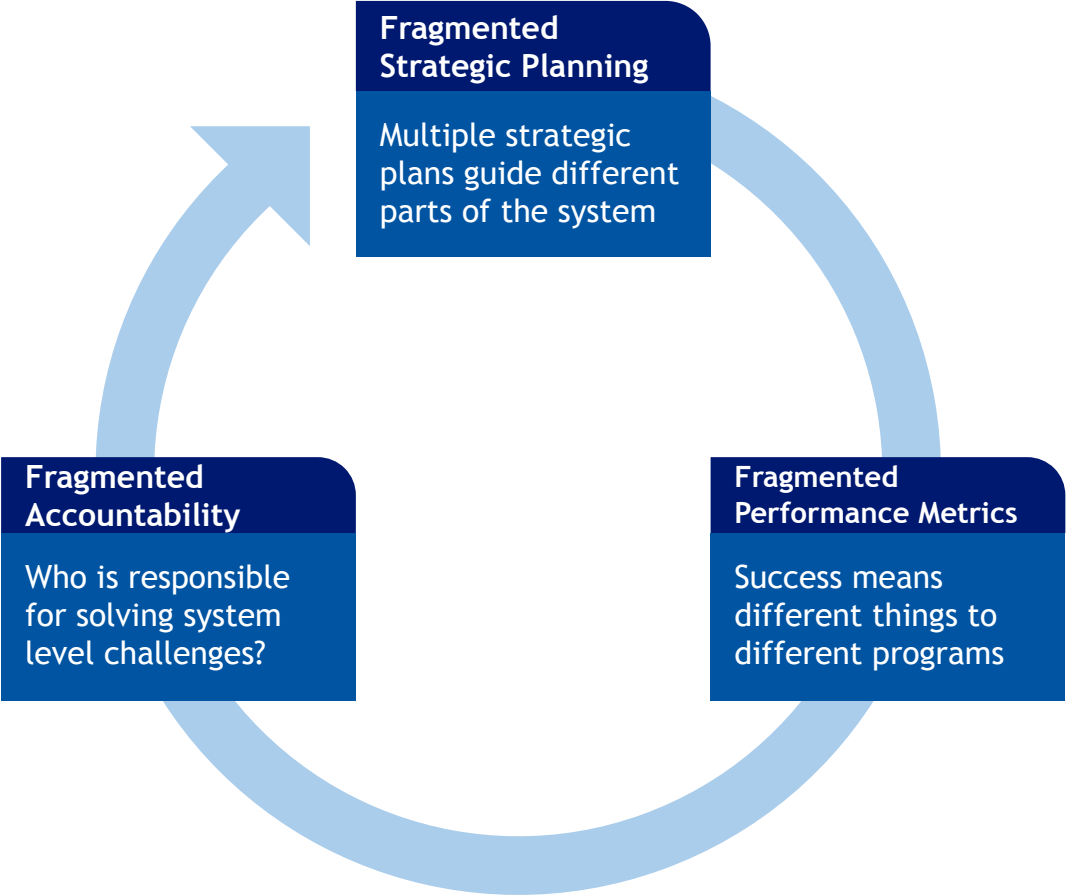
Bold outline indicates involvement in the postsecondary talent development system

[Reimagining the Future of the Postsecondary Talent Development System in Colorado](#)

The fragmentation and complexity adds burden to local implementers.



Cumulative Weight of Fragmentation



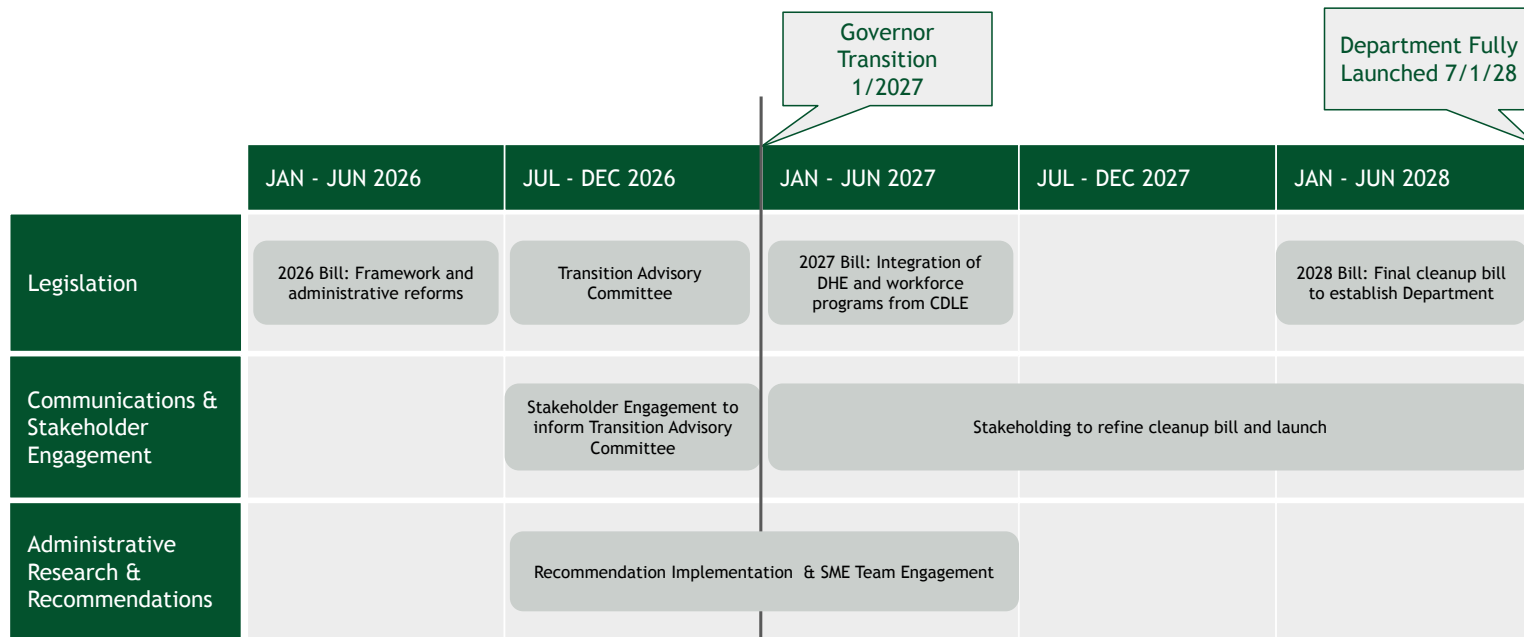
About HB26-1317

This bill establishes a **Transition Advisory Committee (TAC)** of 27 members including representatives from state agencies, institutions of higher education, apprenticeship programs, organized labor, local workforce centers, non-profit associations, and the business community. **The TAC is tasked with creating a transition plan by November 30, 2026 that makes recommendations on the structure of an agency that includes higher education, federally funded workforce development programs, the state apprenticeship agency, adult education and family literacy, and other education and skill development programs.**



Working Toward a Vision - Two-Year Timeline

Based on lessons learned from creating the Department of Early Childhood and the Behavioral Health Administration, this project is intentionally designed to span multiple years and leverage multiple points of collaboration. We imagine this work having three components: **legislative**/statutory change, **administrative** investigation and change-management, and **stakeholder** engagement.



HB26-1317: Unified Postsecondary Talent Development System

Stakeholder Engagement

- Summit
- Interviews
- Focus Groups
- Surveys
- Public Presentations
- Listening Tour this Fall



Transition Advisory Committee

27 cross-sector
representatives of
Colorado's Postsecondary
Talent Development
System

**6 meetings held, 5
meetings remaining*



Transition Plan

Recommendations to
integrate the state's
delivery of public
programs and services
that support Coloradans
pursuing postsecondary
education, training, or
employment

Due November 30

Transition Advisory Committee (TAC)

- Bill passed May 29th, 2026
- Defined by HB26-1317, appointments were due June 23, 2026
 - Governor's Office appointments managed through Boards and Commissions application and interview
 - Legislator appointments are managed by their office
- Opportunities to submit public comment, testimonies and recommendations to inform the TAC

All meetings are open to the public.

Who Appoints	Member
N/A	CDLE ED
N/A	CDHE ED
N/A	OEDIT ED
N/A	Director of Occupational Education (CTE)
N/A	CWDC Chair
N/A	CCHE Chair
Governor Appointed	Governor's Office
Governor Appointed	Large Business, HR or WF Expertise
Governor Appointed	Local Workforce Area Director
Governor Appointed	Local Workforce Area Director
Governor Appointed	Public 4 year IHE
Governor Appointed	Area Technical College
Governor Appointed	Public 2 year or LDC
Governor Appointed	Higher Ed Faculty
Governor Appointed	Public Education advocacy group or nonprofit organization
Governor Appointed	Workforce development advocacy group or nonprofit organization
Governor Appointed	State Apprenticeship Council
Governor Appointed	A registered apprenticeship program sponsor (group ATC)
Governor Appointed	A registered apprenticeship program sponsor (employer)
Governor Appointed	K12 WBL or Advising
Speaker	Public 4 year IHE
Speaker	Public Education advocacy group or nonprofit organization
Speaker	County Commissioner
Senate President	Public 2 year or LDC
Senate President	COWINS
House Minority Leader	Business Association
Senate Minority Leader	Small Business

Stakeholder Engagement

As mandated by HB26-1317, we're engaging with people and organizations that interact with the state postsecondary talent development system.

Opportunity Seekers: Students, jobseekers, apprentices workers, and other program participants.

Employers: Businesses and industry associations that rely on the talent from Colorado's system

Impacted Agency Staff: State agency staff at CDLE, CDHE, OEDIT, and CDE that administer programs, set strategy, and support service delivery.

Higher Education, Workforce Centers & Training Providers: Organizations delivering education, training, and support to meet the needs of opportunity seekers and business

What the transition plan must include

The transition plan must include the following components:

- Governance models for a Department with consideration for the existing role and structure of CCHE and CWDC
- Interagency coordination
- Structure of the Department
- Technology for the Department
- Data collection and analysis systems necessary or beneficial for the Department
- Staffing for the Department
- Timeline of the transition

Which divisions, offices, programs, and functions does the bill include?

The transition plan **must** include recommendations on **how these offices, programs, and more transition into the new Department:**

- All CDHE divisions (*exception for State Historical Society - see right*)
- Select CDLE divisions
 - Colorado Workforce Development Council (CWDC)
 - Division of Employment & Training
 - Office of New Americans
 - Colorado Disability Opportunity Office
- Select CDE divisions
 - Adult Education Initiatives
- Select OEDIT initiatives
 - Regional Talent Summit Initiatives, Plans, and Opportunity Now Grants

The transition plan **must** also include recommendations on how **the new Department** coordinates with the Office of Postsecondary and Workforce Readiness (CDE).

The transition plan **may** include recommendations on:

- Select CDLE divisions
 - Office of the Future of Work
 - State Apprenticeship Agency
 - Office of Labor Market Information
- Select other divisions, programs, and functions
 - State Historical Society / History Colorado (CDHE)
 - Connection to SNAP and TANF programs (CDHS)
 - Supporting adult learners toward foundational credentials (CDE, CDHE, CDLE)

TAC members have raised the following entities as related to the new Department

- OIT - Statewide Longitudinal Data System
- CDLE - Division of Vocational Rehabilitation
- CDLE - Reemployment Services and Eligibility Assessment (RESEA) Program
- CCCS - Career and Technical Education
- DORA - Division of Professions and Occupations

Where are we now?



Our Process

Guiding Strategic Principles for the Postsecondary Talent Development System

- Leads with transparency.
- Co-creates and engages with employers.
- Ensures no wrong door and no wrong starting age for opportunity seekers.
- Remains nimble and anticipates an emerging economy.
- Measures quality by shared outcomes metrics, not inputs, validated with industry.



Department's Core Functions Enable the System to Achieve These Principles

- Direct Service Delivery to Opportunity Seekers
- Funding Administration
- Opportunity Seeker Protections
- Strategy & Partnerships
- Strategic Communications
- Policy & Legislation
- Data, Evaluation & Performance Management
- Agency Infrastructure



Department's Components Enables the Delivery of the Core Functions

- Organizational Structure
- Programs
- Technology
- Data Collection & Analysis Systems
- Staffing



Department's governance structure holds the Department accountable for delivery of Core Functions

- Strategic Plans
- Boards, Commission, Councils
- Accountability Measures (e.g. legislative hearings, federal and state reporting requirements)

TAC Progress Update + Key Decisions

Across six total meetings, the committee has:

- ✓ Unpacked and made meaning of the legislatively-defined **vision & mission**, and voted to adopt the TAC's refined **guiding strategic principles + core functions** of the new Department.
- ✓ Engaged **agency SMEs** to better understand their work in the context of the new Department, surfaced **additional programs and partners to include** recommendations on, and discussed the **MUST program recommendations** to support a successful transition.
- ✓ Defined what successful **stakeholder engagement** looks like.
- ✓ Learned from **Arkansas, Virginia, and Missouri** on higher education and workforce functions and best practices on implementation.
- ✓ Voted to draft a recommendation for a **unified Commission structure** that brings together CCHE and the Colorado Workforce Development Council
- ✓ TAC voted to draft **“MUST” Program recommendations** and **department structure recommendations**

Stakeholder Engagement Process



Stakeholder Engagement to Date

Our ongoing feedback from these groups has been captured using a combination of qualitative / live discussions and quantitative / written formats:

Qualitative & Live Sessions

- 40 individual interviews
- 4 focus groups (17 total participants)
- 12 provider working sessions
- 11 partner-led feedback sessions
- 18/26 agency unit deep dives

Quantitative & Written Inputs

- 36 post-Summit evaluation responses
- 359 statewide survey responses [live]
- 11 formal written testimonies

We are conducting feedback sessions through September 18! Individual booking links, the feedback survey link, and the external facilitation toolkit will be provided after this meeting

TAC Meetings

TAC Meeting	Meeting Date	Vote on Decision Needed (<i>subject to change</i>)
TAC Meeting #4	August 12, 2026	- Guiding strategic principles - Core functions
TAC Meeting #5	August 26, 2026	<i>Learning session - no decisions made here</i>
TAC Meeting #6	September 11, 2026	- MUST program recommendations - Department structure - Governance model
TAC Meeting #7	September 24, 2026	Governance model (detailed vote - subcommittee structure)
TAC Meeting #8	October 8, 2026	- Technology & staffing needs - MAY program recommendations
TAC Meeting #9	October 21, 2026	- Department name - Transition timeline
TAC Meeting #10	November 5, 2026	- Data collection & analysis systems - Full draft review & addressing all feedback including that received from listening tour
TAC Meeting #11	November 19, 2026	Final approval & submission preparation



Discussion

Discussion Questions

- When looking at the process steps below, what's important for the TAC to understand as it relates to supporting counties?
- What do you need from a unified department in order to be successful? What's working today that should be maintained? What's not working that should be stopped?
- What other feedback do you have?
- What other information / updates would be helpful as we go through this process?

Guiding Strategic Principles for the Postsecondary Talent Development System

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Thank you!

Questions?

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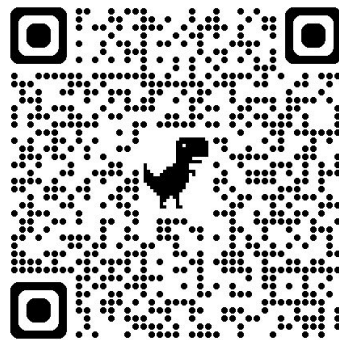
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[↑ Take our survey](#)

[Visit our website ↓](#)

