

---

## Action Project

---

**Institution:** Colorado Mountain College  
**Submitted:** 2007-03-28      **Contact:** Dr. Meeta Goel  
**Email:** mgoel@coloradomtn.edu      **Telephone:** 800 621-8559 X8534

---

### Timeline:

Planned project kickoff date: 01-01-2006

Target completion date: 09-01-2008

Actual completion date: --

### A. Give this Action Project a short title in 10 words or fewer:

Improve Workforce Training & Professional Development

### B. Describe this Action Project's goal in 100 words or fewer:

Establish the current baseline of workforce training not including the campus level contributions. This includes credit and noncredit programs and services designed to meet the workforce development needs of organizations and individuals, including: • Customized business and industry training, • Continuing education units (CEU's) and • Professional education. Define the process for campus level contribution for: business and industry training, customized contract training, continuing education units (CEU's) and professional education included in the workforce goal by Fall 2007

### C. Identify the single AQIP Category which the Action Project will most affect or impact:

Primary Category: Helping Students Learn

### D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

As we survey and build partnerships with local entities, workforce Training & Professional Development seems to be needed by the communities we serve. Our old workforce goal focused on increasing the number of workforce trainings and less on systematically improving how CMC provides these trainings and the processes involved. • As we invest in the culture of the learning college and helping students learn all learning will be equally important, whether credit, non-credit or CEU's and is considered a primary goal. • Workforce training considers the stakeholders as individuals, businesses and industry within the communities we serve to train a 21st century workforce.

### E. List the organizational areas - institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

-Technical & Vocational Education -CMC's 11 campuses & sites

### F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

Define, track/account for all delivery of workforce training & professional development. Create & implement the mechanisms within our database to enable this. Gather feedback on the quality of training from those served.

### G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

--

The mechanisms for data entry began to be implemented in January 2006, but since one of the 2 coordinators left last year, this area has been studied extensively by an external consultant, as well as an internal team to determine and address areas for improvement and any necessary restructuring that may be necessary. This is still in progress.

**H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:**

Accurate capturing into the database and reporting of all workforce training & professional development to the Board, leadership, and other internal and external stakeholders for each year beyond the baselines determined at the inception of this project. Satisfaction with the training that is provided. To this end, a policy & procedures manual/guide is being developed and campus staff will be trained to accurately track college wide workforce training.

**I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:**

Workforce training & professional development trend data (entered into & available from Datatel) and increasing levels of employer/trainee satisfaction with the quality of training over baselines. The development & implementation of the policy & procedures manual/guide.

**J. Other information (e.g., publicity, sponsor or champion, etc.):**

**K. Project Leader and contact person:**

Contact Name: Lin Claussen, Executive Vice President  
 Email: lclaussen@coloradomtn.edu  
 Phone: 9709478321 Ext.

### **Annual Update: 2008-09-14**

**A. Describe the past year's accomplishments and the current status of this Action Project.**

Revenue and Workforce FTE are now being credited to the relevant campus to avoid a sense of competition and a cost center has been set up to track revenue and enrollment so we can monitor our progress with meeting the training needs of our communities. Our Workforce FTE, calculated using our noncredit formula, has increased from 5 FTE during 2003-04 to 84 FTE during 2007-08. A Dean for Business & Industry Services who reports directly to the Executive Vice-President of Operations was hired in May 2008. Our new Dean for Business & Industry Services brings with her an extensive background as a broker of customized training and began to immediately apply that expertise to furthering CMC's efforts in this area and prefers to refer to her work as Customized Business Services (CBS). This term more broadly reflects all aspects of business & industry training and avoids confusion with state level workforce development entities. A new Manager of CBS was recently hired to help the dean manage community enrollments. The following positions have been serving as the training managers at the seven campus locations: one coordinator serving college wide training needs who oversaw things this past year until our new dean was hired; two community & corporate learning persons serving Timberline & Vail Eagle Valley Campuses and an oil & gas training coordinator dedicated to serving West Garfield Campus. These trainers and the dean have been meeting to discuss best practices and resources for training materials, as well as new program development and potential new clients. Examples of services provided to and in partnership with local businesses this past year include: financial planning, leadership, ESL, computer skills & retirement planning in Aspen; computer skills related & customer service training in Steamboat; Chamber University: Coalition of Rifle, Glenwood Springs, Basalt, Carbondale, New Castle, partnering with CMC to provide Professional Development Credits for businesses in the area (First five classes are to be offered this fall: HR/Legal issues, Starting a Business, E-Marketing and Marketing, Computer Basics and Spanish will be offered in the next round of classes); Eagle County University: over the last year, 40 existing programs, new programs to include public speaking, managing four generations, communications, harassment &

diversity and business writing; monthly wellness conferences, outdoor emergency preparedness and Spanish classes in Summit County; customer service, national mining summit, Independence Film Festival and sustainability related training in Lake & Chaffee Counties; and leadership, planning, safety, writing, Spanish, computer skills, retirement planning, home health care and stress management related training in West Garfield County. As the demand for these types of CBS continues to grow, additional staffing and college wide support is also expected to grow.

**Review (09-29-08):**

This action project is a large undertaking, however, it seems that the institution has taken the necessary steps to show progress in this action project. The hiring of additional staff within the department is a move that will position the institution to meet the needs of the community and local workforce. The sharing of best practices amongst the training managers is also a good practice. It appears that the institution is not only addressing the Helping Students Learn (1) category, but is also addressing the category of Building Collaborative Relationships (9) within their local community. The institution also realizes that there is additional work to do within their action project.

**B. Describe how the institution involved people in work on this Action Project.**

In addition to our regular community advisory groups for each campus, we have relied on numerous community business partners e.g. surveys of chamber members. For example, a Chamber Business Symposium will be held in October with professional speakers and CMC registration personnel will be assisting so that employees will be able obtain credits following the training. There will be a "Bizopoly" with the Glenwood Chamber of Commerce. CMC's new President who is a strong advocate for building community partnerships will also be speaking at the event. His vision for CMC includes the college becoming the first choice for partnerships and he models frequent communication and collaboration with our area businesses. Our Dean for Business & Industry Services is developing a consistent CMC philosophy of serving our area business and industry and she is working closely with the four existing training coordinators, as well as other college personnel (e.g. registration, campus leadership, academic affairs). We now have a knowledgeable leader to help us standardize practices and keep us cutting-edge. The dean is focused on growing CBS college wide and is relying on support from our large number of adjuncts who possess a variety of practical and business experience. She plans to offer professional development opportunities for our internal constituents also. Many opportunities for customized business services exist within our communities and CMC is just beginning to capitalize on these opportunities through partnerships with our internal folks and area businesses & industry.

**Review (09-29-08):**

The inclusion of not only advisory groups, but other community and business in the institutions service area was a key connection for the institution to make. The involvement of the local chamber was also an excellent connection. The offering of professional development opportunities for the internal college community shows not only commitment to the action project, but a continued commitment on behalf of the Dean and College President. It seems that this institution has the right leadership in place to expand on this project. The institution should be commended for their work in reaching out to local business to determine how they can meet their needs.

**C. Describe your planned next steps for this Action Project.**

While beginning to working collaboratively and creatively with our four training coordinators, continuing and adding to the types of training being offered that are listed under Section A, utilizing the expertise of our large pool of adjunct faculty, developing training for CMC's employees, the Dean for Business & Industry Services is also developing the necessary infrastructure to maximize our training efforts. The college wide training coordinator will become a "regional manager" (accepted industry term), with other site trainers becoming "CBS managers". As resources grow, it is hoped that each campus will have its own such manager. Additionally, the dean is focusing on streamlining the processes and paperwork associated with CBS. Although a procedure was developed in early 2007 for capturing our training data, it needs improvement. The noncredit form we're currently using does not provide sufficient information on the groups we're serving. During the coming year, as we move forward with developing a long-term strategic plan with our new leadership, we will assess our progress and determine whether this project may be retired in its current form.

**Review (09-29-08):**

The institution has a number of ideas to continue to make this action project a priority for them including the continued training of coordinators and other faculty. The institution is making efforts to plan for potential expansion in this area by thinking about the potential to add positions and ensuring that the needed infrastructure is in place and streamlining some of their processes.

**D. Describe any "effective practice(s)" that resulted from your work on this Action Project.**

The Chamber University concept highlights our service area chambers of commerce collaborating with CMC to promote a series of four-and-a-half day programs that will be offered in rotation at the Aspen, Glenwood Springs, Carbondale and West Garfield sites. Sixteen classes have been set up over the next four months, with four classes at each location. The topics for the classes were determined through surveying of chamber members. Historically, we struggled with trying to increase our capacity to provide the needed CBS training to our communities because we did not concurrently provide the college wide support necessary for progress. We are learning to not place the cart before the horse and to take the time to build the capacity and quality processes that will help us capitalize on meeting all our community training needs. To this end, we are directing more resources towards improving this capacity for training.

**Review (09-29-08):**

The Chamber University concept that is mentioned is a very innovative idea and a great way to connect with both small and large businesses. It was impressive to see that the list of potential training offerings developed from a survey of chamber members. The enhancement of support services and communication before putting a program or training in place is a good lesson for other institutions. This institution should be commended for learning that it is not always a good thing to be reactive versus proactive.

**E. What challenges, if any, are you still facing in regards to this Action Project?**

Besides the need to improve the processes and paperwork related to training e.g. ensuring trainers get compensated in a timely manner, adequate data is gathered on trainees, sufficient personnel, etc., the dean is working on greater responsiveness to area business & industry needs. Businesses seek responsiveness and sometimes CMC personnel are not responsive enough (via email, phone) and we lose business to competitors. The college, as a whole, has historically tended to be more reactive rather than proactive. We are working on becoming more strategic and responsive under the leadership of our new President.

**Review** (09-29-08):

The institution has identified some areas that have been an issue for them in the past (i.e., not responding in a timely manner to business requests) and it appears that they are working to address these issues and understand that it hurts them in the long run. Based on previous statements regarding the streamlining of paperwork and processes is a step in the right direction. Additional training in this area would also be helpful for the staff and personnel who work with business on a daily basis. Having the support of the President will also help this area continue to improve.

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

Not at this time because the project is being supported by and progressing under new leadership from our new President, Executive Vice-President of Operations and the Dean for Business & Industry Services (Beth Shaw, who is the contact person for this project and can be reached at bshaw@coloradomtn.edu).

**Review** (09-29-08):

N/A