

President's Goals and College Work Plan 2021-22

Following the most tumultuous year in the college's history, Colorado Mountain College is well positioned to restore campus and academic operations back to pre-pandemic levels. However, the college will resist attempts to simply reinstate past practices. Instead, CMC will very intentionally extend the very best and innovative models for remote instruction honed during the pandemic and explore alternative methods to improve the accessibility of academic programs collegewide.

Additionally, CMC will focus on contributing to the economic recovery of our local communities by improving the efficacy of internal operations, providing targeted financial assistance from state and federal programs, materially expanding the inventory of apartment-style housing at several campuses, and launching new academic programs. The college will also make demonstrable progress in offering certain "signature" academic programs collegewide through hybridized and low-residency instruction, such as Ski Area Operations and Action Sports.

Finally, the college will take advantage of its new status as a "dual mission" college by hosting the 2021 national summit of dual mission institutions as well as leverage the CMC's natural advantages as an outdoor education leader and as an Hispanic Serving Institution.

Together, these goals and priorities are outlined below:

PILLAR A Student Access & Success

Goals and priorities:

- Restore enrollments and on-campus participation to pre-pandemic levels, including occupancy rates in residence halls and participation in concurrent enrollment programs.
- Promote, communicate, integrate and leverage CMC's new designation as an Hispanic Serving Institution.
- Deepen engagement with K-12 partners to expand access to concurrent enrollment programming, certificates and degrees; become the first institution in the nation to successfully implement state financial aid for low-income high school students.
- Evaluate and improve CMC's systems to support student internships, work study opportunities, apprenticeships, and other experiential placements.
- Successfully deliver expanded state grant programs, including student financial aid for groups of students identified by the General Assembly, such as displaced workers, and the continuing investment in college coaching in local high schools.

Continued from 2020-21

- Establish baseline minimum student services at all campuses and identify resources and funding needed for recommendations.
- Outline strategies to balance enrollments across gender categories (currently 41% of CMC students are male).
- Design and implement a first-year experience for students at all campuses.

PILLAR B Teaching & Learning

Goals and priorities:

- Assess and fully integrate lessons learned during the pandemic, embedding “best practices” in program delivery, methods, and use of technology.
- Activate new programs, enhance technical capacities, and add infrastructure consistent with major federal and state grants awarded in 2020-21.
- Successfully implement supplemental academic instruction courses in English and mathematics, and evaluate student outcomes in each.
- Coordinate the development of concurrent enrollment opportunities across school districts and high schools.
- Finalize decisions regarding the implementation of a dental hygiene program. In preparing this decision, determine the fiscal and structural soundness of retrofitting existing academic spaces for dental instructional.

Continued from 2020-21

- Successfully launch new bachelor programs in Human Services and Ecosystems Science; facilitate new program development and adaptation.
- Further enhance shared governance through improved collaboration and communication with the Curriculum Committee and the Faculty Senate.
- Develop a more robust CEPA faculty orientation, on-boarding plan and regular check-in schedule in coordination with the Curriculum Committee.
- Establish guidelines and processes between the curriculum committee, faculty senate, and academic council advance changes to academic policy and/or procedures more smoothly.

PILLAR C Community & Economic Development

- Design and implement four apartment-style housing projects across CMC’s region. In doing so, fully consider opportunities to enlarge projects through regional partnerships or appropriate state or federal programs.
- Advance plans to expand and renovate CMC’s Aspen Campus; narrow and determine options for student housing.
- Revitalize, coordinate, and market CMC’s signature “outdoor education” brand, offerings, and positioning with the broader outdoor industry.
- Launch the rural nursing retention initiative funded by the Johnson & Johnson Foundation.
- Move all Salida-based operations into the Kesner Building while exploring future options for a local campus; grow student enrollments in Chaffee County.

Continued from 2020-21

- Evaluate the Colorado Law Enforcement Training Academy (CLETA) administered by CMC and determine areas to improve and innovate police training for our region
- If economic fundamentals stabilize, explore favorable financing options and continue capital campaigns for priority projects that also contribute to localized economic recovery
- Accelerate Alumni Association activities including enhanced collaboration with career center

PILLAR D Organizational Effectiveness

- Successfully host the National Dual Mission Summit in November 2021 and authenticate CMC’s dual-mission status in Colorado. Secure external funding to expand participation in the summit and related activities.
- Advance, articulate, and solidify CMC’s commitment to both inclusion and “expansion” in its DEI efforts.
- To the extent possible, leverage the infusion of federal stimulus funding to establish long-term financial aid opportunities for low- and moderate-income students.
- Explore ways to add diverse perspectives to CMC’s governing, foundation, and advisory boards.
- Through a newly-launched internal innovation fellowship program, design several large-scale initiatives to improve academic access and completion while lowering costs of delivery and ensuring equity.
- Review and consider updated trustee districts to reflect CMC’s changing geographic region, demographics, and the addition of Salida and Poncha Springs.

Continued from 2020-21

- Complete the “What is CMC?” branding and communications initiative to clarify and affirm CMC’s role and mission
- Redesign vacated US Bank and Glenwood Chamber offices to enhance educational opportunities in downtown Glenwood Springs
- Evaluate all options concerning CMC’s Glenwood and Dillon Centers
- Refine five-year tuition plan for board consideration
- Update internal funding formula to reflect academic redesign and the expansion of several new academic programs.