

President's Goals and College Work Plan FY2022-23

Emerging from the most tumultuous period in American higher education history, Colorado Mountain College remains strong, nimble and mission-focused. Even so, a global pandemic has left our nation, state and local communities in a compromised state. Unemployment is historically low, inflation approaching record highs, and growing numbers of Americans increasingly question the value of post-secondary education. Housing prices in the resort towns served by CMC have escalated to such levels that they affect every aspect of the college's operations, from enrollments, to college personnel, to workforce outcomes among graduates.

In spite of these very significant challenges, Colorado Mountain College is well positioned to face future headwinds as successfully as any public institution in the western United States. Remaining true to its mission, the college will continue to deliver the most effective and innovative models of instruction honed during the pandemic and explore additional methods to improve the accessibility, quality and rigor of academic programs collegewide.

The annual goals and college-wide workplan described below will position CMC to undertake a major strategic planning process and re-accreditation, both of which will occur in 2023. The upcoming year also marks the 10-year anniversary of the Deferred Action for Childhood Arrivals (DACA) program, which is a fitting and consequential backdrop for the college's ongoing pursuit of more just and equitable outcomes for all residents served by CMC.

With this framework in mind, the 2022-23 president's goals, priorities, and college-wide workplan are outlined below.

PILLAR A Student Access & Success

Goals and priorities

- Reinstatement of the President's Student Advisory Council with an intention to ensure that all campuses and student groups are appropriately and meaningfully engaged.
- Evaluate the effectiveness of alternatives to the college's income sharing agreements, including Fund Sueños, in light of significant changes in state and federal regulations.
- Complete two additional nursing simulation laboratories (Spring Valley and Breckenridge) with corresponding capital campaigns.
- Evaluate the scope, structure, and purposes of athletics at the college, including exploring the relative benefits and costs of intercollegiate and club-level programs.
- Successfully implement the Colorado Mountain Promise program and new in-state tuition guidelines found in House Bill 22-1155.
- Evaluate, modify, and implement new admissions processes for high-demand academic programs to ensure greater accessibility and representation among certain subpopulations of students, including lower income, first generation college, dual language, and male students.

Continued from 2021-22

- Restore enrollments and on-campus participation to pre-pandemic levels, including occupancy rates in residence halls and participation in concurrent enrollment programs.
- Promote, integrate, leverage and realize CMC's designation as a Hispanic Serving Institution.
- Evaluate and improve CMC's systems to support student internships, work study opportunities, apprenticeships, and other experiential placements.
- Establish baseline minimum student services at all campuses and identify resources and funding needed for recommendations.
- Outline strategies to balance enrollments across gender categories.
- Design and implement a first-year experience for students at all campuses.

PILLAR B Teaching & Learning

Goals and priorities

- Explore, document and recognize the history of the indigenous peoples, cultures and land that preceded CMC's existence, operations and campuses.
- Evaluate the feasibility of and make implementation recommendations for the proposals developed by the Innovation Fellows, including timelines, training needs, and cost estimates.
- Evaluate the Learning Materials Program (LMP) and recommend options to provide academic materials at affordable prices, including expanded adoption of digital and opensource materials.
- Develop additional and robust training opportunities to enhance teaching and learning across multiple modalities for full-time and part-time faculty.
- Expand the institution's capacities in instructional design.
- Revamp English as a Second Language (ESL) curriculum to promote retention, progression, and readiness for various academic programs.

Continued from 2021-22

- 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 instruction.
- Develop a more robust CEPA faculty orientation, on-boarding plan and regular check-in schedule in coordination with the Curriculum Committee.

PILLAR C Community & Economic Development

Goals and priorities

- Maintain progress toward the completion of additional apartment-style housing across CMC's region, including the development of selection procedures that allow the college to leverage these facilities to improve accessibility and equitable outcomes for priority students and academic programs.
- Explore the acquisition of a portfolio of employee housing options.
- Explore and refine campus needs in Salida including the feasibility of housing.
- Complete the transfer of CMC land in Montezuma County to the Archeological Conservancy.
- Implement public and private rural health care funding initiatives to retain CMC graduates in mountain communities.
- Assist communities and institutions adjacent to CMC's district that are facing significant economic changes with opportunities to learn and benefit from the college's model, programs and services.

Continued from 2021-22

- 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, positioning and diverse student body with the broader outdoor industry.
- Complete update of CMC's brand platform, including a sustainable system of equitable community outreach through translation and transcreation of CMC's marketing language in Spanish.

PILLAR D Organizational Effectiveness

Goals and priorities

- Formally launch a strategic planning process with the CMC Board of Trustees.
- Explore opportunities to clarify and strengthen collegewide and campus-specific communications to raise awareness of new directions and improve cooperation.
- Improve search committee training and hiring practices to ensure that all searches are highly competitive, diverse and inclusive.
- Implement updated remote-work policies and procedures.
- Investigate, innovate and implement new directions for certain college benefits, including but not limited to a sabbatical program for full-time staff, multi-year contracts for faculty, Spanish-language compensation, compensation strategies to avoid compression, and student loan repayment options for employees.
- Evaluate the impact of college investments in internal professional development programs on employee retention, job satisfaction, and career advancement.
- Pilot a philanthropically supported "Senior Fellow" concept to support priority programs or initiatives at CMC.
- Establish plans and commit resources needed to improve the college's Enterprise Resource Planning (ERP) and Student Information System (SIS).
- Evaluate the college's funding formula, including the effectiveness of a college-wide adjunct pool that supports campus-based and college-wide courses offered through a variety of modalities.

Continued from 2021-22

- Successfully host the National Dual Mission Summit in November 2022.
- Advance, articulate, and solidify the CMC's commitment and corresponding organizational structure to both inclusion and "expansion" in its DEI efforts. This includes clear and consistent definition of key concepts and adoption of a periodic review process by the Board of Trustees.
- Explore opportunities to diversify 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.
- Redesign vacated US Bank and Glenwood Chamber spaces at CMC's Central Services office in Downtown Glenwood Springs.