

**President's Goals and College Work Plan
FY2022-23
PROGRESS REPORT**

Year in Review

During the first full academic year post pandemic (2022-23), CMC continued noteworthy and mission-focused progress toward achieving greater heights for students and communities in Colorado's high country. The college enjoyed a rebound in enrollment numbers nearer to those established prior to 2020 and launched or approved several new programs including Dental Hygiene and bachelor's programs in Health and Human Services, Ecosystems Science, and Integrated Media. The college also made major investments in technology and housing for both students and employees. As summer approaches, we expect to open five 36-unit apartment buildings – including one cooperatively developed with Eagle County government – in addition to newly acquired affordable housing units for employees.

Another community (Craig/Moffat County) adjacent to the CMC district sought an annexation feasibility study that is currently under way. Within the district, employees and individuals throughout the region provided input toward the development and completion of a new strategic plan, titled "Mountain Futures: CMC 2023-30." As the college prepares for its next HLC accreditation visit in spring of 2024, it is clear that there will be no shortage of evidence of high quality academic, programmatic, and enrollment progress to share with evaluators.

In November 2022, CMC successfully hosted the fourth National Dual Mission Summit. Higher education leaders and policymakers from across the United States gathered in Glenwood Springs to learn about and deepen their understanding of the unique aspects of colleges and universities that blend multiple academic missions and a mix of the liberal arts and career-focused skills training. The event provided attendees with firsthand access to Dual Mission institution innovators as well as students benefiting from this model.

Also noteworthy, the CMC Board of Trustees was honored by the Association of Governing Boards (AGB) as the only public college board to receive the 2023 John W. Nason Award for innovation and exemplary leadership. Clearly, the AGB recognized that CMC's trustees rose to meet every occasion and partnered with college leadership to enable the successes outlined in this report.

Though the college enjoyed many successes in 2022-23, as of the writing of this update, several major initiatives remain in process. No surprise to long-term residents of the Roaring Fork Valley, adding housing in Aspen has proven a lengthy exercise in patience, diplomacy, and creativity. Opportunities to partner on a few key properties/projects in Pitkin County are slowly moving forward. CMC remains "at the table" as a principal partner, and we remain hopeful that results will start to take shape. In the meantime, interim renovations to the Aspen campus are underway; these improvements, including a state-of-the-art teaching kitchen, are intended to meaningfully engage the residents of Pitkin County and enable partnerships that benefit staff and students alike, such as that with the Food & Wine Classic in Aspen.

Similarly, explorations concerning a permanent campus in Salida are ongoing and dependent on myriad factors outside of the college's direct influence. Nonetheless, collegewide and local CMC leaders continue to actively engage with entities in Salida and Poncha Springs to explore potential plans for a permanent site within the boundaries of the Salida School District. For the foreseeable future, CMC will continue to lease space in the Kesner building delivering locally relevant classes while continuing to establish the college's presence across the southern part of Chaffee County.

As we celebrate the exceptional accomplishments of CMC's students and the campuses that enabled the fulfillment of their academic aspirations, the college's greatest strength continues to be the team of instructional and administrative professionals who constantly adapt to a perpetually evolving sector. And, while praise for these individuals is certainly deserved, the college must also acknowledge the value of their work, compensate them competitively, and provide them with meaningful opportunities for personal and professional growth and fulfillment. Alongside the trustees, college leadership keeps establishing incentives to retain and reward the people that make CMC possible, including additional housing opportunities, professional development programs, innovative compensation procedures, workplace culture initiatives, and other retention strategies.

This report reflects the collective efforts of hundreds of employees at Colorado Mountain College; it is a testament to our shared vision and purpose and is made possible by our individual and collective care for every student, every employee, and each community for which the college exists.

Progress Report Key

Green = Complete

Purple = In progress/continued to 2023-24

Red = Incomplete or interrupted

PILLAR A Student Access & Success

Goals and priorities

- Reinstated 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 open-source materials.
- Develop additional and robust training opportunities to enhance teaching and learning across multiple modalities for full-time and adjunct 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, onboarding 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 collegewide adjunct pool that supports campus-based and collegewide 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 a clear and consistent definition of key concepts and the adoption of a periodic review process by the CMC 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.