



President's Goals and College Work Plan  
FY2024–25

**My First Year as CMC's 10<sup>th</sup> President: Building on a Remarkable Foundation**

As I begin my first year as CMC's 10<sup>th</sup> president, each day is filled with new discoveries. Most are delightful; a few, surprising. There are moments when new demands make my head spin, but my 10 years' experience managing the college's operations keep me grounded and confident about the college's directions.

What follows below is the work plan for my first year. It is intentionally assembled upon the foundation of the college's Mountain Futures strategic plan and reinforces many of the college's existing investments. Included are several new initiatives that are of particular interest to me. In the main, the goals below should feel familiar to all who know CMC and buttress the reality that the most successful institutions are often those that enjoy operational steadiness, dependable leadership, and predictable directions—places where employees know what to expect, have the resources necessary for successful implementation, and support the result. Considering the significant headwinds pressuring many colleges in 2024, it is a gift to invest in familiar and longer-term commitments.

While the goals below reflect many priorities of mine, they are neither unique to me nor developed in isolation. These targets reflect a collegewide workplan that has been informed and vetted by leaders across the college, including members of the College Council and Faculty Senate. Moreover, they are intended to be achievable—not irrationally aspirational—and reflect CMC's heartfelt ethos of equity, care, innovation, and integrity.

As I embark on my first year as president, the goals below will help guide many of my decisions, and I encourage all to hold me accountable for their achievement. Indeed, it is an ambitious agenda, but CMC has never prioritized comfort over progress. While many colleges wish for a better future, at CMC we accomplish it.

*Matt Gianneschi, Ph.D.*  
*President, Colorado Mountain College*  
*August 27, 2024*



### Goals & Priorities

1. Reach “year two” project deliverables and performance targets for the implementation of the Multilingual Academic Pathways, Advising & Success (MAPAS) Initiative to support ESL and HSE students into certificate and degree programs. Communicate the results of regional ESL and workforce needs across internal and external audiences.
2. Develop culturally competent and sustainable advising and support program for ASSET and DACAdmented students, including training, content covering immigration and career topics, and opportunities for training and promotion among employees.
3. Establish an inclusive mentoring program for all newly enrolled students and those entering internship and experiential opportunities, with a particular focus on helping first-generation students navigate the college and establish professional networks.
4. Institute broadly accessible and financially sustainable opportunities so that all students can fully participate in the college’s study abroad and career exploration programs, including those with potential barriers related to their citizenship, work authorization, or disabilities.
5. Strengthen the college’s ties with the regional Latino communities with more relevant, intentional, and impactful outreach intended to increase engagement and meet them where they are.
6. Establish LGBTQIA working committee to advise the president’s office on improving inclusive programs and practices at the college.
7. Ensure continued collegewide ADA compliance with new accessibility requirements under HB21-1110 for all digital, video, and online content, including instructional materials, Canvas, and student affairs systems. Meet the college’s “90s Accessibility Challenge” targets.
8. Evaluate and implement new admissions processes for high-demand academic programs to ensure accessibility and representation among sub-populations of students, including lower income, first generation, multilingual, and male students.



### Goals & Priorities

1. With representatives of the Faculty Senate, finalize the new procedures for the implementation of faculty workload policy, adopted by the Board of Trustees in June 2024.
2. Continue to implement employee retention and profit sharing/performance compensation strategies.
3. Conduct a comprehensive evaluation of faculty compensation, starting with adjunct instructors, and establish a working committee to recommend new adjunct tier promotion and pay procedures.
4. Implement housing buy-down program to assist employees with purchasing market dwellings in return for deed restrictions.
5. Establish new performance evaluation procedures for non-faculty employees that align with and utilize new technologies found in Workday.
6. Inaugurate standing “President’s Student Leadership Council” to provide regular and ongoing advice to the executive offices.
7. Successfully host community engagements across the college as part of the Rediscovering Common Ground/common reader series.
8. Evaluate the impact of college investments in internal professional development programs on employee retention, job satisfaction, and career advancement.
9. With faculty and college leaders, launch initiative to develop skills in civility, compromise, and empathy among the members of the CMC community, especially students.



### Goals & Priorities

1. Complete academic and student database integration into Workday using new pathways outlined by the NCii/Rural Pathways effort and the college's Compass initiatives and holistic advising practices.
2. Finalize recommendations regarding alternative length terms at CMC.
3. Develop collegewide administrative and academic policies regarding AI; develop recommendations for the potential applications of AI in college operations.
4. Develop collegewide philosophy on Early Childhood Education, including the appropriate use of college facilities and potential adjustments to college policies.
5. Develop a consistent and sustainable collegewide approach to intercollegiate athletics at the college, including expanded intramural, intercollegiate club, and/or varsity sports.
6. Review and update the college's IT, academic, enrollment management, IR, foundation/marketing and capital plans to align with the Mountain Futures strategic plan.
7. Retool the President's Advisory Council to improve engagement with volunteers, timely responses, and facilitate connections with leading thinkers.
8. Analyze local workforce data to align academic programs and capital investments with good jobs in the local and regional markets. Establish consistent annual academic program review procedure to ensure the achievement of college and programmatic goals.
9. In fulfillment of the college's Dual Mission designation, increase the number of embedded, stackable credentials across programs of study.
10. Propose legislation to enable adult high school diploma students to access college courses in a manner consistent with existing concurrent enrollment programs laws.
11. Considering demand for remote and online course modalities, explore best practices to improve student engagement and deliver effective student support services at scale.
12. Develop campus-specific academic engagement plans that align with regional population trends.



### Goals & Priorities

1. With the Board of Trustees, revise policy on trustee membership and district apportionment, including the possible addition of at-large seats.
2. Develop new procedures describing the college's philosophy regarding the potential expansion of the tax district.
3. Finalize plans for the "Building 3" affordable housing project at the Vail Valley campus.
4. Work with campus leaders and collegewide facilities teams to evaluate current utilization of and potential opportunities for campus sites located in communities in transition, including Dillon, Carbondale, and Rifle.
5. Evaluate feasibility of additional affordable housing investments across the college district, including Leadville and Steamboat.
6. Transition CMC's Hayden Ranch property south of Leadville and the CMC properties located in Buena Vista into productive assets in those communities.
7. Successfully petition the Colorado Department of Higher Education to provide supplemental funding to recognize Salida FTE per §23-71-301 CRS.
8. Complete lease to purchase option for Kesner building in Salida; prepare plan for necessary renovations to the facility to address ADA compliance issues.
9. Prepare plans to assist school district partners in designing equitable, consistent and academically beneficial pathways for CEPA students, including the routine sharing of participation data and research and embedding the Essential Skills pathway for high school partners to promote cleaner and more consistent transfer pathways for students.
10. Complete renovations to the automotive training center in Glenwood Springs and successfully launch the first automotive program in the RFSD in more than 20 years.
11. Host a district-wide CEPA summit using the CEEI (Concurrent Enrollment Expansion and Innovation) grant from the Colorado Department of Education.
12. To support the stability of the region's workforce and improve opportunities for students, both new and existing, host outreach events with consulates from countries representing much of the international workforce in CMC's tax district.
13. Foster a more inclusive, collaborative environment by offering periodic feedback sessions with faculty through which they can openly discuss concerns, share ideas, and provide advice to the president's office on current and upcoming initiatives.
14. Adapt to new state-level property tax laws and develop 2025-26 budget that aligns with college commitments to affordability and above-market compensation while developing a financial plan to ensure the long-term sustainability of college operations and the achievement of strategic goals.