



### President's Goals and College Work Plan FY2023-24 Progress Report as of June 30, 2024

#### **Year in Review**

Overall, Colorado Mountain College had a very successful year relative to the President's Goals and College Work Plan. Most major and system-wide initiatives moved forward on time, on budget, and toward expected outcomes. These initiatives included the first-year implementation of Workday, opening and/or continuing affordable housing opportunities for students and employees, launching new academic programs including a Bachelor of Applied Science of Integrated Media and an Associate of Applied Science of Dental Hygiene (with a corresponding state-of-the-art oral health facility). CMC also hosted the Higher Learning Commission for the college's 10-year reaccreditation.

Each of these initiatives required exceptional investments of time, effort, and coordination among countless individuals across the college. The accomplishments reflected in this document are a testament to a dedicated, talented, and high-performing team.

Most of the other priorities outlined in this work plan were also successfully completed, though challenges outside of the college's control impeded progress in a few instances. These challenges included significant delays in the national rollout of the newly designed Free Application for Federal Student Aid (FAFSA) and delays in securing contracts with external partners to evaluate CMC's efforts to comply with state laws concerning the Americans with Disabilities Act (ADA), which provides accommodations for individuals with visual impairments. As of the writing of this report, both issues have been resolved and our efforts are back on track.

Resulting from official action by the CMC Board of Trustees, a high point this year was the successful utilization of the authorities in SB23-108, which allowed the college to temporarily lower its mill levy, thus providing an estimated \$25 million in tax relief to thousands of residents and businesses throughout CMC's taxing district. This action, taken for ethical reasons, also garnered significant attention from the press, the legislature, and Governor Polis, who used a CMC campus as a backdrop to encourage other taxing entities to follow CMC's example. While never the college's intent to create awkwardness between it and other tax districts, CMC nonetheless earned ample goodwill from locals, including commissioners in every county where the college operates.

Legislatively, the college successfully introduced a measure to remove the odd-year requirement from annexation statutes and authorize the expansion of the CMC Board of Trustees to include at-large members. While we were unsuccessful in adding language to create a program to assist existing tax districts in economically distressed areas, we are confident this option could be added to a future bill as “just transition” assistance for communities with coal and coal-power since this remains a high priority for legislators across the aisle in Colorado.

Most of the college’s targeted or population-specific projects and initiatives were implemented or are in progress, including resubmitted responses to the Campus Pride Index, completion, and submission of the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS report (results pending, though a “silver” ranking is expected), forming coordinating committees for student voice, concurrent enrollment, and alternative-length terms (i.e., 8-week terms). Our Multilingual Academic Pathways, Advising, and Success (MAPAS) initiative is moving forward with nearly \$1 million in external funding, including \$300,000 in congressionally directed spending championed by Senator Hickenlooper. Other efforts in admissions – particularly those related to increasing male enrollments and reviewing selection processes for high-demand programs – remain in progress due to complicating factors including the additional capacity needed to reformat the college’s nursing degree from an AAS to a BSN, as well as the enrollment of the initial class in dental hygiene. These initiatives will carry over to the FY2024-25 work plan.

Looking toward late summer and fall, directions on several priorities in the 2023-24 work plan should become clear. In May, members of the Moffat County Affiliated Junior College District addressed the trustees to provide a follow-up to the feasibility study that was completed in 2023. This should clarify directions for that annexation request. Also, Hayden Ranch will be listed on the MLS, which should help CMC expand awareness of the property, explore partnership options (similar to CMC’s Montezuma land transfer and MOU), and expedite an acquisition.

As commencement season approached, a late breaking success story emerged: a 24% increase in the number of CMC students eligible to graduate across all campuses compared to a year ago, marking the largest graduating class in CMC history.

Again, thanks to the efforts that hundreds of CMC employees applied toward fulfilling the major promises made in the 2023-24 work plan, its major priorities advanced on schedule. Throughout the year, leadership observed and heard stories about faculty and staff routinely going above and beyond to meet deadlines and keep major initiatives on course. This kind of motivation is intrinsic at every level of the organization and comes from the deep and authentic care that CMC’s entire team has for the college, its students, and beloved communities.

On a personal note, it has been a sincere privilege to lead a team of this caliber for more than a decade. Because of this rare excellence, I have complete confidence that CMC will continue to exceed expectations in the years to come. – *Carrie Besnette Hauser, June 30, 2024*

**See attached Appendix: Mountain Future Coordinating Council Status Report**

## Strategic Plan Progress Report Key

Green = Complete

Purple = In progress

Red = Incomplete/interrupted/discontinued



### EQUITY

#### Goals & Priorities

1. Organize and implement the first year of a collegewide Shared Equity Leadership model **[to be restructured considering changes in federal law]**
2. Develop collegewide pathways and systems to advise, place, and support ESL and HSE students into certificate and degree programs.
3. Pilot a two-gen initiative focused on creating access to education for the whole family (parents and their children).
4. Organize a task force to design and implement strategies to meaningfully improve the number of completed FAFSA and CASFA applications among enrolled students. **[delayed due to challenges with the new FAFSA]**
5. Determine and implement an annual, collegewide assessment of policies, procedures, and lived experiences of LGBTQ+ individuals at the college (students and employees) in order to improve inclusive programs and practices.
6. Complete collegewide audit and ensure compliance with new accessibility requirements under HB21-1110 for all digital, video, and online content, including instructional materials, Canvas, and student affairs systems. **[anticipated completion, August 2024]**

#### Continued from 2022-23

- Evaluate, modify, and implement new admissions processes for high-demand academic programs to ensure greater accessibility and representation among certain sub-populations of students, including lower income, first generation college, dual language, and male students.
- Outline strategies to balance enrollments across gender categories.



### CARE

#### Goals & Priorities

1. Implement new employee retention and profit sharing/performance compensation strategies.
2. Launch student voice task force and related data investments.
3. Launch the Bachelor of Applied Science in Integrated Media degree.
4. Receive approval for the singular BSN licensure program from the State Board of Nursing.
5. Complete construction on new Oral Health Clinic at the CMC Vail Valley at Edwards campus, the implementation of a Radiology Technician program at the Vail Valley campus, and the transition of the Medical Assisting program to the Rifle campus.
6. Receive "ready" status for initial accreditation of the Dental Hygiene program from the Commission on Dental Accreditation (CODA).

#### Continued from 2022-23

- Evaluate the impact of college investments in internal professional development programs on employee retention, job satisfaction, and career advancement.



## INNOVATION

### Goals & Priorities

1. Successfully implement system to support all students required to complete internship and clinical experiences for their academic programs.
2. Expand the integration of High Impact Practices (HIPs) across CMC's courses, regardless of modality, through enhanced faculty professional development.
3. Select a vendor for and begin the first year of a collegewide Enterprise Resource Planning (ERP) information and business systems modernization.
4. Finalize recommendations regarding the adoption of potential 8-week terms at CMC in 2024-25 and beyond. [Recommendations expected in September]
5. Launch, support, and evaluate a Center for Teaching and Learning and the first cohort of CMC Instructional Designers.
6. Implement systems improvements related to the NCii/Rural Pathways effort into the college's Compass initiative.

### Continued from 2022-23

- Pilot a philanthropically supported Senior Fellow concept to support priority programs or initiatives at CMC. [Isaacson School candidate to be named prior to June 30]



## INTEGRITY

### Goals & Priorities

1. Complete and present a comprehensive annexation feasibility study for Moffat County.
2. Complete preparation for the successful hosting of the college's 10-year accreditation visit by the Higher Learning Commission in April 2024.
3. Introduce legislation in 2024 to expand the CMC Board of Trustees to include at-large members, to remove temporal limitations on annexation questions, and to **authorize supplemental funding for new districts experiencing economic distress. [Part 3 struck from bill and will need to be reconsidered.]**
4. Complete high priority housing projects, including student apartments on campuses, the acquisition of faculty/staff housing options, and, when available, multi-agency partnerships.
5. Use the authority in SB23-108 to temporarily lower the college's mill levy for the 2023 tax year (collected in 2024).
6. Evaluate ownership and operating options for CMC's Hayden Ranch property south of Leadville.
7. Establish CEPA Council to evaluate, coordinate, and improve consistency among the college's concurrent enrollment programs and services.

### Continued from 2022-23

- **Reconsider best use for vacated US Bank and Glenwood Chamber spaces at CMC's Central Services office in downtown Glenwood Springs.**
- **Explore and refine campus needs in Salida including the feasibility of housing.**