This document represents the elements of the Draft CMC Strategic Plan. The content incorporates input from the April campus outreach sessions, the Environmental Scan, the Strategic Plan Steering Committee discussions, the College-Wide Symposium and the drafting and review process for the Mission, Vision, Values and Guiding Principles. The proposed elements provided for your review within this package include:

1. CMC Mission Statement
2. CMC Vision Statement
3. CMC Values
4. CMC Guiding Principles
5. CMC Goals, Strategic Directions and Future Actions

The planning team is gathering feedback from the communities, on and off-campuses, to ensure that this strategic plan reflects the input shared earlier in the process and sets a path forward for the college that has the broadest possible support.

We are looking for your feedback, ranging from simple statements of agreement to commentary on the structure and content of the material. This input can be shared easily through an online survey at: http://bit.ly/CMC_comments. Following this campus review period, we will be revising the content based on your input and presenting the full draft plan for adoption by the Board of Trustees in early 2014.

In order to move forward with the next revision, we will need your comments promptly. Please respond by November 30th.

Thank you.
1. CMC Mission Statement

The CMC mission describes what we do, what we offer and why we exist and what we offer in programmatic terms.

CMC makes higher education affordable and accessible to all students, offering a wide array of programs and courses of study in a student-centered, personalized learning environment.

CMC delivers undergraduate instruction for associate and bachelor’s degrees and certificates; prepares students for careers requiring professional and technical training; provides support services tailored to the needs of each student; offers college preparatory instruction, life-long learning opportunities and academic skill development; and promotes the economic, social and cultural development of the communities it serves.

CMC measures its success through student success, helping all students meet their individual educational goals.

2. CMC Vision Statement

A vision statement describes the desired future for an organization.

Two versions of the vision statement are proposed.

A. Inspired by the mountain environment, Colorado Mountain College will transform lives and serve our communities by creating and cultivating dynamic learning opportunities.

B. Colorado Mountain College will transform lives and serve our communities by creating and cultivating dynamic learning opportunities.
3. CMC Values

Organizational values are the characteristics that define CMC.

We believe that higher education and lifelong learning provide a vital and necessary foundation for a democratic society.

We believe all people should be treated with dignity and respect.

We believe in creating an inclusive college community with open and honest interactions.

We act with integrity in order to build trust in our personal and professional relationships.

4. CMC Guiding Principles

The guiding principles will inform how all levels of the organization will perform their work everyday.

We will collaborate with one another and with external partners who share our vision.

We will apply the principles of sustainability -- equity, economics, environment -- in all we do.

We will strive for excellence in all we do.

We will be accountable for our actions.

We will be responsible stewards of the public trust and be fiscally transparent.

We will meet challenges with thoughtful deliberation.
5. CMC Goals, Strategic Directions and Future Actions

Goals provide direction for the long-term change and an organizing structure for the specific actions and strategies that will move CMC forward.

This section of the CMC Strategic Plan is organized according to five major goal areas:

A. Student Success
B. Teaching and Learning
C. Access
D. Community and Economic Development
E. Organizational Effectiveness

A set of performance measures within each goal area further define how success would be measured and determined. These are drawn from the existing balanced scorecard unless otherwise noted. The proposed strategic directions and future actions describe how CMC would address each goal area.

The material presented here is drawn from a wide variety of sources listed below. To assist in tracking the origin and development of the concepts some of these sources are referenced in brackets in the text:

Environmental Scan: the key background data source to the strategic planning process, updated September 2013.

April Campus Outreach: meetings held on campus at Aspen, Breckenridge, Edwards, Leadville, Rifle, Spring Valley, Steamboat Springs and Central Services.

Board: Board of Trustees Retreat and interviews, spring 2013.

SPSC: Strategic Plan Steering Committee feedback across three meetings during the strategic planning process.

Symposium: The college wide planning symposium held September 20, 2013. The specific discussions that the idea or action emerged from are noted as referenced in the Symposium Summary Report.

ITP: CMC has been developing an Information Technology Assessment and Strategic Technology Plan beginning in early 2013.

AQIP Systems Appraisal: As a part of the ongoing AQIP accreditation process CMC submitted a Systems Portfolio for review by a committee of peers. The System Appraisal is the result of that review. In November of 2013 representatives from CMC will attend a strategy forum of AQIP institutions to share best practices and develop strategies for improving on the items called out in the Systems Appraisal.
**Gap Analysis:** In the spring of 2012, a consulting team began a process to evaluate the student experience of CMC from application to attendance but then expanded to include a full analysis of CMC systems from top to bottom. The analysis was completed in July 2013.

**Facility Plan:** CMC is in the process of completing a facility plan to guide the capital investment at all campus locations into the future.

**Communication Action Team Report:** In February 2013 the improvement team identifying steps to improve communication between full-time faculty and administration while advancing our capacity to manifest CMC’s values.

**Balanced Score Card:** The Colorado Mountain College Balanced Scorecard is an annual publication of the current performance measures CMC tracks in relation to the strategic plan. The current scorecard includes many of the potential measures.
Goal A: Student Success

Promote student success with all relevant support services

First and foremost CMC promotes student success: students achieving their educational goals. This success can be observed in student performance at Colorado Mountain College but the most important successes CMC prepares students for come later and are seen in further education, in the workplace and throughout life. By instilling a love of learning and developing a critical mind, CMC prepares students for engaging in an increasingly complex and interconnected world.

Performance Measures: Student Success

Data for all key performance measures should be broken out to illustrate achievement gaps among student subpopulations

- Degrees and Certificates awarded
- Bachelor level graduates
- Graduate Satisfaction (%)
- Graduate Employment (%)
- General Student Satisfaction (%)
- Transfers to Four-Year Institutions [Symposium Discussion Issue 10]
- Time from Graduation to Gainful Employment [Symposium Discussion Issue 10]
- Persistence [SPSC]
- Retention Rate [SPSC]
- Number of students receiving associate degrees from CMC that continue into CMC 4-year programs [SPSC]
- Number of students that acquire work experience before or during their enrollment at CMC [SPSC]

Potential Strategic Directions and Future Actions

A 1 Serve the needs of our diverse student populations now and in the future.

The population in the service area is continuing to change, with many counties seeing large increases in Hispanic and Latino residents. Furthermore assessment results indicate that many high school students are entering college underprepared for the level of work. Meanwhile, continuing education, driven by older residents, remains one of the major areas served by CMC. [Symposium Discussion Issue 2]

Future Actions

A 1.1 Address the needs of the following potential target populations: [April Campus Outreach, Board and SPSC]

- Hispanic and Latino students
- Students requiring basic skills (remedial) education;
- High school students desiring concurrent enrollment;
- Continuing education students;
- Returning students; and
- Those qualifying for in-state tuition as a result of the ASSET bill recently passed by the legislature.

A 1.2 Identify the needs of part-time, returning and continuing education students to provide a more reliable basis for scheduling, support services and program types. [Symposium Discussion Issue 2]

A 1.3 Provide continuing education for the current and next generation of students [Symposium Discussion Issue 2]

A 1.4 Target the needs of students over 30 years of age [Symposium Discussion Issue 2]

A 1.5 Expand support for working families and non-traditional students [Symposium Discussion Issue 4]
  - Provide learn-to-work curriculum and internships
  - Create service exchanges
  - Model the partnership of recreation centers and resorts

A 1.6 Expand the ESL scope to include IT, advising and learning communities [Symposium Discussion Issue 2]
  - Link ESL students to other support needs such as time management, writing skills and financial literacy

A 1.7 Improve support, access and offerings for veterans [Symposium Goals Discussion]

A 1.8 Utilize mentors from the community to assist first generation college students [Symposium Discussion Issue 2]

A 1.9 Develop a staff and faculty that reflects the diversity of our service area [Symposium Discussion Issue 2]

A 1.10 Strengthen support services for students with disabilities [Symposium Discussion Issue 2]
  - Improve utilization of the 30 disability coordinators on campus
  - Identify students with disabilities and their support needs at open enrollment

A 1.11 Provide tutoring, note taking, career placement and similar services [Symposium Goals Discussion]

A 1.12 Provide pre-class support to let students know ahead of time about resources available and what is expected (supplies, textbooks, etc.) [Symposium Goals Discussion]
A 2  **Enhance student life at CMC**

Research shows that students who spend more time on campus interacting with faculty and staff are more successful in their college experience. The connection that students feel to the faculty, staff and the physical campus is important to attracting new students, retaining existing ones and building alumni support. Physical spaces, programs and activities all contribute to student life.  [Symposium Discussion Issue 5]

A 2.1  Create diverse activities that encourage student involvement and strengthen the overall student experience  [Symposium Discussion Issue 2]

A 2.2  Create spaces to facilitate collaborative learning and on-campus student life  [April Campus Outreach, Board and SPSC]
  - Enhance spaces for quiet study and work  [Symposium Discussion Issue 6]

A 2.3  Help students to feel part of a larger CMC community  [April Campus Outreach, Board and SPSC]
  - Develop learning communities across disciplines  [Symposium Discussion Issue 2]
  - Use social media to improve communication between CMC and students  [Symposium Discussion Group 5]
  - Incorporate student life programming at commuter campuses  [Symposium Discussion Issue 5]
  - Incorporate connections, legacy, tradition and pride into student life programming  [Symposium Discussion Issue 5]

A 2.4  Provide opportunities for distance education students to connect with the physical campuses of CMC  [April Campus Outreach, Board and SPSC]

A 2.5  Increase support for students taking online courses  [Symposium Discussion Issue 2]

A 2.6  Provide better support and solutions for transportation, food and housing needs of students at CMC  [Symposium Goals Discussion]

A 2.7  Support student activity groups to better connect students to their communities  [Symposium Goals Discussion]

A 2.8  Create opportunities for outdoor education programs that promote leadership, exercise, healthy living  [Symposium Goals Discussion]

A 2.9  Address the need for student healthcare at CMC  [Symposium Discussion Issue 5]
  - Help students to navigate their insurance options for healthcare and provide critical services to bridge gaps
  - Work with county health departments and medical service providers to expand access for students
  - Clarify what areas of the Affordable Care Act may help address needs of CMC students
  - Explore possibility of having a student run health care clinic
  - Link healthcare provision to better student outcomes – graduations, success rate, etc.
A 2.10 Develop partnerships with recreation centers so CMC campuses can offer exercise, especially for campuses with high concentrations of commuters [Symposium Discussion Issue 6]

A 2.11 Promote faculty and student interaction [Symposium Discussion Issue 5]
- Organize student groups that meet and talk weekly with instructors
- Provide professional development training to help faculty learn to better engage with students beyond the classroom
- Ask faculty to play an advisory role in some aspect of student life

A 3 Create student-friendly, seamless systems
Students report difficulty in using online systems to register for classes. This is one of several technology solutions that students, faculty and staff interact with regularly and are difficult to access, navigate or create additional work rather than saving time. Working around the shortcomings of the technology absorbs staff time that could be better used to assist students face-to-face. These systems are particularly important to retaining students year-to-year. [Symposium Discussion Issue 7]

A 3.1 Improve the functioning and user interface of the following critical systems: [April Campus Outreach, Board and SPSC]
- Online registration
- Online advising
- Assessment

A 3.2 Provide enhanced training to faculty, staff and students for all critical systems [Symposium Discussion Issue 7]

A 3.3 Improve overall efficiency of the registration and advising system [Symposium Discussion Issue 7]
- Shift from a generalist to specialized training and staff structure
- Improve ability to solve specialized problems with specific staff

A 3.4 Provide students with registration options that make the system responsive to student needs [Symposium Goals Discussion]
- Create a simple e-commerce solution for “purchasing” non-credit courses [Symposium Discussion Issue 7]

A 3.5 Provide introduction to and assistance for CMC Virtual Library resources [Symposium Goals Discussion]
Goal B: Teaching and Learning

Provide excellent learning opportunities for all our students

We are committed to providing excellent learning opportunities, utilizing the skill, knowledge and creativity of our faculty, staff and students. CMC promotes flexible teaching and learning methods to support the success of the entire student population.

Performance Measures: Teaching and Learning

- Developmental Education Student Transition to 100 level Math
- Developmental Education Student Transition to 100 level English
- Rate of Attempted/Completed Credits (%)
- Successful Course Completion (%)
- Rate of Attempted/Completed Credits (%)
- Successful Course Completion (%)
- Degrees and Certificates awarded
- Faculty and Staff Professional Development [SPSC]
- Development Of Curricula, Programs and Classes Responding To Critical Learning Objectives [SPSC]
- Quality of Instruction [SPSC]

B 1 Improve the quality of existing educational offerings

Continuous improvement is a commitment that CMC has made internally and in the accreditation process through AQIP. The initiation of projects to identify and test improvements must be followed by completion and evaluation to close the loop and provide feedback.

B 1.1 Use small class sizes to build strong connection between students and teachers [Symposium Discussion Issue 1]

B 1.2 Use the established process for program review to evaluate existing and potential new programs [April Campus Outreach, Board and SPSC]

B 1.3 Ensure that facilities for career/technical programs are state of the art [April Campus Outreach]

B 2 Develop a clear policy for allocation of resources and revenue related to all non-credit offerings

Non-credit, mainly continuing education, course enrollments make up half of the total number of students at CMC. These offerings provide valued services to the local communities and build a broad base of support for the institution. Individual campuses should be provided clear direction on how much authority they have to prioritize non-credit offerings in relation to other education priorities.
B 2.1 Optimize continuing education for the current and next generation of students [April Campus Outreach]

B 2.2 Establish a method for more accurately reflecting non-credit courses in Full-Time Equivalent student (FTE) calculations [Symposium Discussion Issue 1]

B 3 Continue to evolve and expand alternative program delivery methods
After expanding some courses to create distance education options, CMC now needs to revise that model to maximize effectiveness. Additional models, including short time-frame intensive courses and new types of hybrids that combine distance and on-campus learning should be explored for their relevance to CMC students and subjects.

B 3.1 Determine the role of distance education as a program delivery method for CMC [April Campus Outreach, Board and SPSC]

B 3.2 Implement strategic and creative course offerings, formats and modalities [Symposium Goals Discussion]

B 3.3 Work with local school districts to strengthen concurrent enrollment opportunities [Symposium Discussion Issue 1]

B 4 Ensure that student support services are adequate to address student needs across the college
A number of key services (such as counseling) support learning by clarifying the educational pathway toward student goals. [April Campus Outreach, Board and SPSC]

B 4.1 Conduct student focus groups to identify support service priorities

B 4.2 Identify potential solutions to shortfalls in services

B 5 Provide a consistent and unified approach to the use of assessment and evaluation data as a means of improving the quality of instruction.
The assessment and evaluation data collected from students should be clearly included in the process of determining the advancement of instructional methods, course content and student-instructor interactions.

B 5.1 Identify best practices from campuses throughout the district

B 5.2 Convene a district-wide task force to address the identified issues
Goal C: Access

Improve our infrastructure and operations through on-going assessments and capital investments

As a community-based institution, CMC strives to be available to the many communities of the central mountain region. To meet the challenges of our geographic extent, we pursue new delivery approaches to provide a high level of access to education. Building on strengths as both distributed campuses and a cohesive system, CMC provides complete programs available across the service area and unique opportunities. We are committed to ensuring that students from a wide variety of backgrounds and broad geographic area have an equal chance to expand their educational horizons from high school, into college and beyond.

Performance Measures: Access

- Total Unduplicated Headcount
- Full-Time Equivalent Students
- Fall-to-Fall Retention First-time, Full-time, Degree Seeking Students (%)
- Fall-to-Fall Retention First-time, Part-time, Degree Seeking Students (%)
- Participation Rate (%)
- Tuition Relative to Other Colorado Institutions
- Underserved Students (%)
- Service Area High School Graduate Attendance [Symposium Discussion Issue 10]
- Marketing and Outreach Program Effectiveness [SPSC]
- Concurrent Enrollment in Transfer-Eligible Credit Courses [SPSC]

C 1 Optimize enrollment at CMC

Small class sizes have been a valuable part of the student experience at CMC, however additional capacity exists to serve more students without compromising the quality of education provided. Additional students bring with them more resources to improve the programs, services and facilities CMC provides to the communities in the service area. [Symposium Discussion Issue 1]

C 1.1 Define the maximum enrollment level [Symposium Discussion Issue 1]
C 1.2 Align enrollment goals with high school graduation patterns [Symposium Discussion Issue 1]
C 1.3 Set enrollment levels to maintain the affordability of a CMC education [Symposium Discussion Issue 1]
C 1.4 Create a CMC presence at community sites such as schools [Symposium Goals Discussion]
C 1.5 Use demographic information to better target student outreach programs [Symposium Goals Discussion]
C 1.6 Work with businesses in our service area to market CMC to their employees

C 1.7 Increase CMC presence at service area high schools to create a borderless transition to higher education [Symposium Discussion Issue 1]
- Support development of pre-collegiate programs to change high school students’ attitudes about education [Symposium Discussion Issue 1]
- Establish partnerships with K-12 schools and collaborate organizationally [Symposium Goals Discussion]

C 1.8 Schedule classes more year-round and in line with industry “shoulder seasons” to improve employee access to classes [Symposium Discussion Issue 3]

C 2 Develop an enrollment plan with appropriate metrics
Forecasting the future of CMC enrollment utilizing the best available data about population growth, the capture rate of area high school students and the broad trends in education and the economy will allow the college to more accurately predict needs for physical space and program offerings. [SPSC]

C 2.1 Create a CMC enrollment plan [SPSC]

C 2.2 Identify enrollment implications for facilities, information technology, staffing etc.

C 3 Reduce or remove barriers to college access including financial, transportation and childcare availability
CMC has created access for many different communities through a distributed system of locations over a wide geographic region. While this approach may have brought a campus within miles of most residents of the service area, other barriers are still keeping students from taking advantage of CMC offerings. [SPSC]

C 3.1 Partner with local social service providers to offer early childhood care to encourage participation in CMC programs by working parents [SPSC]

C 3.2 Conduct student focus groups to determine high priority barriers and identify potential solutions

C 4 Maximize the use of CMC facilities
CMC has been very fortunate to have extensive community financial support to build and renovate campuses. These facilities provide the classroom and specialized lab, shop and hands-on training spaces that make many courses possible. Furthermore, as the permanent, visual presence of the College in CMC communities these facilities also have an important symbolic role. Undersized classes and idle time represent a missed opportunity for these assets. [Symposium Discussion Issue 6]

C 4.1 Maximize use of facilities in the short-term while working toward long-term enrollment and program expansion by:
- Offering idle space for community use at discounted cost or for free; and
- Identifying and soliciting conferences to utilize available space [April Campus Outreach, Board and SPSC]
C 4.2 Use CMC facilities as a community outreach and marketing tool by:
  - Expanding events and joint uses to attract community members; and
  - Working with local chambers of commerce to expand awareness of available campus facilities [April Campus Outreach, Board and SPSC]

C 4.3 Make CMC a hub for events in the community and tap into their resource base [Symposium Goals Discussion]

C 4.4 Connect campus to town and to other CMC locations [April Campus Outreach, Board and SPSC]

C 4.5 Develop a strategy for student housing [April Campus Outreach, Board and SPSC]
  - Maximize existing on-campus housing facilities
  - Determine where additional housing options and locations may be needed
  - Identify reasons why residence halls are not at capacity [Symposium Discussion Issue 6]
  - Consider the limitations of students living at or below the poverty level [Symposium Discussion Issue 5]
  - Connect scholarships, grants and financial aid to affordable housing need [Symposium Discussion Issue 5]

C 4.6 Determine if student housing can be used for conference attendees [Symposium Discussion Issue 3]

C 4.7 Determine the need for ancillary facilities such as labs, offices, storage, student-run businesses, etc. [April Campus Outreach, Board and SPSC]

C 4.8 Use facility architecture and design to express our educational mission vision and values [Symposium Discussion Issue 6]

C 5 Determine which programs and courses to offer as local campus specializations and which ones to offer across the entire district

CMC maintains a balance of the standard features, programs and support services to be offered at each campus location and the special programs responding to unique opportunities and interests of the community. Finding the correct balance is critical to the efficient operation of the organization and meeting community needs.

C 5.1 Ensure that students in residence and commuter students have equivalent access to educational programs [Symposium Goals Discussion]

C 5.2 Provide a focal point at each campus [Symposium Discussion Issue 6]
C 6 Ensure that IT infrastructure meets the current and projected needs of CMC
Information Technology (IT) is the backbone of all work, academic and otherwise in today’s world. CMC’s technology needs play a critical role in teaching and learning as well as bridging the distance between campuses. [April Campus Outreach, Board and SPSC]

C 6.1 Expand voice and data connectivity at and between all CMC locations [April Campus Outreach]

C 6.2 Enhance communication systems by: [April Campus Outreach, Board and SPSC]
- Simplifying finding information on the website;
- Building group communication methods to communicate to students and faculty (especially adjunct faculty);
- Ensuring cell phone service on all campuses; and
- Unifying log-in systems.

C 6.3 Revise main CMC web page to speak to the mission [Symposium Discussion Issue 7]

C 7 Clarify what programs and services will be offered by CMC within the district and what programs and services will be available in the larger service area
CMC offerings have expanded beyond the original tax district boundaries, providing programs and services to a broader nine-county service area. CMC must clearly define and communicate the conditions and financial expectations for providing services outside of the tax-supported district.

C 7.1 Conduct a Board of Trustees workshop to develop policy for offering programs and services beyond the district boundaries

C 7.2 Communicate the policy to the larger service area, including any potential expansions
Goal D: Community and Economic Development

Support the health and economic vitality of our region

CMC and its campuses are central to life in each of our communities through partnerships, staff involvement in civic affairs, and programs that are open to the public. CMC is a thought leader, bringing ideas to community dialog that will shape the future of the region. CMC campuses also support economic development through their occupational programs and partnerships with business, labor, and industry.

Performance Measures: Community and Economic Development

- Community Satisfaction (%)
- Employer Satisfaction with Graduate (%)
- Graduate Employment (%)
- Foundation Income ($M)
- Community, Arts, Theatre Events Utilizing CMC Facilities [Symposium Discussion Issue 10]
- Number of Formalized Community Partnerships [SPSC]

D 1 Create a process to ensure that CMC is engaged in community discussions identifying and addressing needs and priorities

The mission of CMC includes providing additional academic, cultural and social opportunities for the local and outlying communities. Over time, expectations change and therefore CMC needs a process to engage with the communities in the district about expectations in return for the investment of tax dollars. [Symposium Discussion Issue 4, System Appraisal]

D 1.1 Expand resources for marketing and outreach efforts directed toward the immediate service area [April Campus Outreach, Board and SPSC]

D 1.2 Establish learn-to-work programs in suitable areas/concentrations [Symposium Goals Discussion]

D 1.3 Use economic forecasts to target potential new CMC programs and courses [Symposium Goals Discussion]

D 1.4 Develop stronger communications and relationships with businesses and practitioners [Symposium Discussion Issue 3]

- Define how the business community can communicate with CMC
- Explain what is available at CMC in an information “clearinghouse”
- Increase the number of CMC staff engaged with businesses
- Establish real, seamless, easy and organized relationships with major industry segments
- Expand use of advisory committees
D 1.5 Utilize regional development officers in outreach to businesses and community leaders [Symposium Discussion Issue 4]

D 1.6 Re-activate the campus/community advisory council [Symposium Discussion Issue 4]
   - Develop a clear and action-driven mission and charter for the council
   - Establish consistent membership and industry representation: campus, trustees, foundation, community leaders, city council, ski areas, chambers of commerce, media, restaurant association, regional development officer
   - Facilitate interaction and cross-reporting with College Leadership Team (CLT) as a standing item

D 1.7 Implement a one-on-one outreach campaign to identify specific educational program needs, targeting local businesses major employers, etc. [Symposium Discussion Issue 4]

D 1.8 Facilitate interaction among diverse groups with respect to race, ethnicity, culture and lifestyle [Symposium Goals Discussion]

D 2 Serve the local economy, grow local business

CMC supports the major economic sectors of the service area including tourism and hospitality, construction and healthcare by offering high quality general education and specialized training programs. The College also supports the start-up and growth of new businesses through classes and services. [Symposium Discussion Issue 3]

D 2.1 Provide career-technical programs and courses that support the needs of local businesses and the Colorado economy [April Campus Outreach, Board and SPSC]

D 2.2 Explore possibilities for adding programs and courses that support local agriculture [April Campus Outreach, Board and SPSC]

D 2.3 Strengthen relationships with business and industry to design and implement specific training programs [Symposium Goals Discussion, Symposium Discussion Issue 3]

D 2.4 Partner with employers to improve job and professional opportunities for the Latino population [Symposium Goals Discussion]

D 2.5 Focus on workforce readiness by developing students’ hard and soft skills [Symposium Discussion Issue 1]

D 2.6 Develop cross-industry internships [Symposium Discussion Issue 3]

D 2.7 Synchronize CMC curriculum and schedules to better align with business and industry [Symposium Discussion Issue 3]

D 2.8 Expand certificates to improve knowledge in existing employment sectors and niche programs (e.g., LEED, permaculture, design) [Symposium Discussion Issue 3]
D 3  Provide educational opportunities in support of professional development, on-the-job training and lifelong learning

The individual educational goals of CMC students are an important part of the overall community and economic development of the region. In addition to supporting large overarching efforts, CMC creates the opportunities for students to meet their own goals. [SPSC]

D 3.1  Expand offerings to provide more opportunities for learning along the entire career spectrum [Symposium Discussion Issue 3]

D 3.2  Improve students’ employment outcomes with specialized training, GED or ESL programs [Symposium Discussion Issue 2]
Goal E: Organizational Effectiveness

Ensure that CMC has the internal systems, organization, governance structure, and the human and financial resources necessary to achieve its long-term vision.

Our organizational processes play a critical role in student success and overall institutional effectiveness. Colorado Mountain College will continually improve its organizational processes in order to enhance its institutional effectiveness and ensure its fiscal accountability and integrity.

Performance Measures: Organizational Effectiveness

- Tuition Revenue as a Percent of Budget (%)
- General Fund Expenditures as a Percent of Budget (%)
- General Fund Revenues as a Percent of Budget (%)
- Reserve Balance (%)
- Employee Satisfaction and Engagement (%)
- Turnover (%)
- Professional Development of Full-Time Employees (%)
- Carbon Neutrality (%)
- Cost to Educate One Full-Time-Equivalent Student [SPSC]

E 1 Ensure consistency in procedures and systems across CMC units

CMC is made up of many, geographically separate units that have a certain amount of autonomy in how they apply procedures and systems. Some of the differences in how these are applied complicate the student experience across campuses and impact the collection of College-wide information. Standardized systems can allow local staff to focus on other, more important, tasks but can also limit the flexibility to deal with locally specific needs. [Symposium Discussion Issue 8, System Appraisal]

E 1.1 Establish an evaluation process for support services [April Campus Outreach, Board, Systems Appraisal and SPSC]

E 1.2 Create one process (including a central call center) for accessing CMC services [Symposium Discussion Issue 7]

E 1.3 Unify administrative systems and processes for credit and non-credit courses [Symposium Discussion Issue 7]

E 1.4 Identify those systems and process which should be tailored to the needs of specific campuses [Symposium Discussion Issue 8]

E 1.5 Educate front line staff on critical enterprise-wide processes in HR, Accounting and others [Symposium Discussion Issue 8]

E 1.6 Survey CMC students, staff and faculty about quality and consistency of processes on and across campuses [Symposium Discussion Issue 8]
E 1.7 Maximize access to critical information systems where feasible [Symposium Discussion Issue 8]

E 1.8 Improve student retention and tracking capabilities [Symposium Discussion Issue 7]
- Develop a call center or student helpdesk point
- Create a stronger customer relationship management service, serving anyone from any location
- Provide every student with an enrollment advocate trained in customer service from enrollment to alumnus status

E 2 Create a strong internal organizational structure to improve transparency and accountability in CMC decision making
The reasons behind decision making and the responsibility for follow-up are not always clear. College-wide and campus decisions need to be based in good information and a strong guiding direction. When making major decisions it is important to communicate where the College is in the decision making process, what has already been decided, and what are the parameters or rules for decision making. [Symposium Discussion Issue 9, System Appraisal]

E 2.1 Ensure that college planning processes are participatory and responsive [April Campus Outreach, Board and SPSC]

E 2.2 Develop a new mission, vision and values framework with strong college and community participation [April Campus Outreach, Board and SPSC]

E 2.3 Adopt a set of performance measures that emphasize the achievement of the mission and vision [April Campus Outreach, Board and SPSC]

E 2.4 Clarify expectations of students, staff, faculty [Symposium Goals Discussion]

E 3 Enhance internal and external CMC communications
The methods and messages CMC uses to reach out to all audiences (students, community members, faculty, staff, board members, etc.) impact student success and college efficiency and effectiveness. Traditional methods of communication are no longer useful for many of today’s students and the new normal is a wider variety of methods being used to communicate about particular topics.

E 3.1 Address geographic separation, social, economic and time barriers that work against creating a true unified college community. [Symposium Discussion Issue 5]

E 3.2 Use the CMC branding and identity program to communicate the value of a CMC education and the resources available to the community [April Campus Outreach, Board and SPSC]

E 3.3 Reach out to alumni to build support and develop resources [April Campus Outreach, Board and SPSC]
E 3.4 Expand alumni base [Symposium Discussion Issue 7]
- Include non-credit students
- Provide the Foundation with access to the system
- Streamline tracking to make follow-up easier

E 3.5 Communicate the affordability of CMC [Symposium Goals Discussion]

E 3.6 Target local communities and CMC-wide audiences in all marketing efforts
[Symposium Discussion Issue 9]
- Use social media as a major communication tool moving forward
- Develop applications (mobile and desktop) for CMC interactions
- Let campuses devise local marketing approaches

E 3.7 Utilize faculty, students and alumni to communicate key messages in the community
[Symposium Discussion Issue 10]

E 3.8 Designate qualified staff that can interact with the business community and cultivate key relationships [Symposium Goals Discussion]

E 4 Organize the college as a whole to support student success
The organizational model of CMC is important to how student needs are met. Clear lines of communication and responsibility make the organization more nimble in responding to the needs of the student population and the community. [April Campus Outreach, Board and SPSC]

E 4.1 Examine CMC’s organizational structure to determine whether we are optimized for efficiency and effectiveness, if CMC has the right number of campuses, what services should be centralized and what should be decentralized to the campuses, etc. [April Campus Outreach, Board and SPSC]

E 4.2 Determine how central administration and central services can help all campuses achieve their goals [April Campus Outreach, Board and SPSC]

E 4.3 Clarify and define communication channels for administration, committees, faculty, staff and students [Symposium Discussion Issue 9]
- Promote information to go both ways – top to bottom and bottom to top

E 4.4 Improve efficiency at all levels of faculty governance [Symposium Discussion Issue 9]
- Narrow some job descriptions to limit span of control
- Empower staff and faculty at lower levels where they can succeed
- Find ways to let anyone that desires so to be involved constructively
- Streamline decision making
- Organize teams with cross functional strengths
E 4.5 Align all CMC planning efforts (i.e. Strategic Plan, educational plan, facilities and IT plans, staffing plans, annual budget and AQIP) [April Campus Outreach, Board and SPSC]

E 4.6 Strengthen the working relationship between the Board and college administration; clarify board and staff roles [April Campus Outreach, Board and SPSC]

E 5 Clarify roles, responsibilities and lines of authority for critical decision making
The mix of centralized, functional and campus-based leadership makes the lines of authority unclear at many levels of administration, faculty and staff. Providing clarity about who is in what role in decision making will increase efficiency and accountability. [Symposium Discussion Issue 9]

E 5.1 Define the relationships and decision making between managers at Central Services (CS) vis-a-vis campuses [Symposium Discussion Issue 9]

E 5.2 Create organizational charts that clearly define the roles and lines of responsibility [SPSC]

E 6 Support CMC employee development
The front line faculty and staff of CMC present the face of the organization and have the most direct influence on student success. Recognizing that employees as well as students are learners in this institution, ensuring opportunities to improve professionally and personally is critical to satisfaction and job performance.

E 5.1 Refine the goals of the professional development program; ensure that the program is relevant and accessible to all full-time and adjunct faculty and staff. [April Campus Outreach, Board and SPSC]

E 5.2 Capture and share CMC best practices [Symposium Discussion Issue 8]

E 5.3 Develop and retain employees that are engaged with CMC [Symposium Goals Discussion]

E 5.4 Establish a CMC ambassador program to share successes with the community [Symposium Goals Discussion]

E 5.5 Create a classroom environment that has clear expectations and performance standards [Symposium Goals Discussion]

E 7 Develop a strategy to be economically self-sustaining
CMC benefits from the unique local tax base, allowing the college to keep tuition lower than other similar institutions. This commitment from the local community raises the importance of fiscal management and the responsible use of operational funding. [April Campus Outreach, Board and SPSC]

E 7.1 Break out the cost of educating CMC students to identify potential savings and find opportunities to reduce cost with out sacrificing student success or program quality [SPSC]

E 7.2 Communicate CMC’s top priorities for funding by the CMC Foundation [April Campus Outreach, Board and SPSC]
E 7.3 Identify additional resources to support institutional goals and mission – foundations, grants, increase enrollment, increase tuition, in-kind partnerships, foster emerging resources [Symposium Goals Discussion]

E 7.4 Expand grant-writing as a technical resource for faculty and staff wishing to initiate or develop for innovative programs and projects. [April Campus Outreach, Board and SPSC]

E 7.5 Implement the CMC sustainability plan encompassing all facilities, systems and operations [Symposium Discussion Issue 6]

E 7.6 Make CMC more sustainable with respect to energy and water use efficiency, purchasing, materials, etc. [April Campus Outreach, Board and SPSC]

E 8 Adopt performance measures that emphasize student success and the achievement of the CMC mission and vision

The measures CMC uses to report performance should be easy to connect with student success and strongly linked to the Strategic Plan. Measures should be usable for quickly communicating to the community as well as faculty, staff, current and prospective students and alumni. [Symposium Discussion Issue 10, System Appraisal]

E 8.1 Provide real-time updates on success [April Campus Outreach, Board and SPSC]

E 8.2 Identify audiences for performance measures: [Symposium Discussion Issue 10]
   - Regulatory bodies
   - Alumni
   - Donors
   - Parents
   - Students – traditional and non-traditional
   - CMC staff, faculty, Board of Trustees
   - Community – residents and tourists
   - Businesses

E 9 Adopt AQIP principles of high performance institutions to guide CMC organizational development

Research and experience indicate that common principles — Focus, Involvement, Leadership, Learning, People, Collaboration, Agility, Foresight, Information, and Integrity — permeate colleges and universities that have achieved a systematic approach to continuous quality improvement. These qualities underlie all of the Academic Quality Improvement Program’s Categories, activities, processes, and services, and they represent the values to which AQIP itself aspires organizationally. [AQIP]

E 9.1 Conduct a district wide seminar/webinar to communicate the AQIP principles of high performance institutions [SPSC]

E 9.2 Provide additional trainings to further spread understanding of high performance institutions [SPSC]