

Colorado Mountain College 2009-2011 Strategic Plan

Stretch Goal 1a. Identify and develop curriculum for 21st Century Skills that prepare students for transfer, the workforce & global citizenship

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
1a.1	Build an international student support infrastructure	Brad Bankhead & Team	2009-10	
1a.2	Grow learning abroad opportunities	Ann Harris & Team	2010-11	
1a.3	Define & embed 21st century skills throughout curricula	Ann Harris & Team	2010-11	

Goal 1b. Develop academic programs for new "green" careers (e.g. develop AA/AAS/Certificate programs for transfer, etc.)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
1b.1	Develop Solar Energy Program	Nancy Genova, Ann Harris & Team	2009-10	
1b.2	Research & develop other renewable energy programs	Nancy Genova, Ann Harris & Team	2010-11	
1b.3	Partner with communities on green initiatives	Nancy Genova, Ann Harris, CEOs & Team	2009-10	
1b.4	Develop Weatherization Program	Nancy Genova, Ann Harris & Team	2009-10	
1b.5	Develop AA/AAS & certificate programs	Nancy Genova, Ann Harris & Team	2010-11	

Goal 1c. Anticipate new trends

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
1c.1	Develop process to ensure anticipation of student and partner needs, stay nimble and one step ahead	Brad Bankhead & Team	2009-10	
1c.2	Become knowledgeable in anticipating new careers that have not yet been born and educate students accordingly	Meeta Goel & Team	2009-10	
1c.3	Systematic monitoring of mega trends	Meeta Goel & Team	2009-10	

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Stretch Goal 2a. Establish and implement college wide standards for assessment of student learning and success (e.g. Gen Ed, course/program learning outcomes, learning styles)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
2a.1	Develop and implement a process for assessment of student learning and success at the course/program level	Ann Harris, Brad Bankhead & Team	2009-10	

Stretch Goal 2b. Improve recruitment (e.g. local, state & international)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
2b.1	Targeted marketing of the First Choice vision locally and beyond	Doug Stewart & Team	2009-10	
2b.2	Develop system to ensure communication of new programs/courses/curriculum through Enrollment Services, Marketing/Communications, and Public Information Office	Brad Bankhead, Bill Sommers, Teri Kinkade & Team	2010-11	
2b.3	Increase the communication of CMC successes through news coverage	Debbie Crawford & Team	2009-10	
2b.4	Develop Marketing & recruitment strategy to promote CMC as a "Destination College" both nationally and internationally	Doug Stewart & Team	2010-11	
2b.5	Collaborate with CEOs/campuses to develop & implement strategic enrollment plans	Bill Sommers, Campus CEOs & team	2009-10	
2b.6	Promotion of Virtual Campus	Doug Stewart, Daryl Yarrow & Team	2009-10	

Stretch Goal 2c. Increase persistence (e.g. FYE, Pre-Class Engagement, In-Class Engagement, support of tutoring, labs, advising, counseling & mentoring)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
2c.1	Develop checklist of the experience students should have when coming into a site to register for an online course	Peggy Curry & Team	2009-10	
2c.2	Investigate the impact of other non-course forms of student engagement on persistence, success and completion e.g. Base Camp	Brad Bankhead & Team	2010-11	

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2c.3	Develop Career Maps-expand use of Wb Advisor	Brad Bankhead, Nancy Genova & Team	2011	
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Goal 2d. Improve course delivery options (e.g. Distance Learning, teaching methods such as learning communities)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
2d.1	Develop best practices for delivery of online education	Daryl Yarrow & Team	2009-10	
2d.2	Research and obtain prepackaged materials to help faculty successfully deliver distance learning courses	Daryl Yarrow & Team	2010-11	
2d.3	Ensure that all courses are delivered in a variety of formats: traditional, hybrid, online, off site, open-entry/open-exit	Daryl Yarrow & Team	2011	

Goal 2e. Increase scholarship & outreach opportunities (e.g. Latino & college readiness)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
2e.1	Expand HERO initiative to other campuses	Alex Yajko & Team	2010-11	
2e.2	Continue to grow scholarship opportunities	Alex Yajko & Team	2010-11	

Stretch Goal 3a. Focus on partnerships with local education entities (P20, PSEO, HS Counselors & articulations) and serve as a catalyst for economic recovery

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
3a.1	Grow PSEO/dual enrollments	Stan Jensen, Campus CEOs & Team	2009-10	
3a.2	Be a key player in the Governor's P20 Initiative	Stan Jensen, Nancy Genova & Team	2010-11	
3a.3	Grow Articulation Agreements	Stan Jensen, Campus CEOs & Team	2010-11	
3a.4	Increase Grant opportunities	Alex Yajko, Curtis Cook. Meeta Goel, Nancy Genova, Mike Simon & Team	2009-10	

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Goal 3b. Grow community partnerships via expanded non-credit offerings targeting specific markets (e.g. 50+, site- specific, etc.)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
3b.1	Develop 50+ Programming	Lin Stickler, Alex Yajko, Ann Harris, Peter Perhac & Team	2009-10	
3b.2	Develop site-specific community educational offerings	Ann Harris & Team	2010-11	
3b.3	Host community forums on current topics as Public Policy and Aging Wisely	Debbie Crawford & Team	2009-10	
3b.4	Develop a Speaker's Bureau	Debbie Crawford & Team	2009-10	

Stretch Goal 4a. Focus on partnerships with local businesses and serve as a catalyst for economic recovery

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
4a.1	Develop operational definition of partnerships and refine tracking system thereof	Lin Stickler & Team	2009-10	
4a.2	Optimize existing business partnerships	Lin Stickler, Alex Yajko, Campus CEOs & Team	2010-11	
4a.3	Grow partnerships focused on retraining displace workers, retooling, career counseling, career placement, WIA	Lin Stickler, Campus CEOs & Team	2009-10	
4a.4	Examine the feasibility of business incubators in communities	Lin Stickler, Alex Yajko Campus CEOs & Team	2010-11	

Stretch Goal 5a. Build capacity by training continuous improvement teams

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5a.1	Each semester teams will be created and trained in continuous process improvement methodology for addressing key areas tied to strategic goals	Stan Jensen & CLT	Ongoing	
5a.2	Complete the feedback loop for the implementation of team recommendations	CLT	Ongoing	

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5a.3	Train Master Trainers to ensure infusion of continuous improvements skills throughout the CMC workforce	Stan Jensen	Ongoing	
Goal 5b. Streamline & increase the transparency of internal processes to maximize efficiency and effectiveness				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5b.1	Develop the customized infrastructure to support CBS operations and nimble responsiveness	Lin Stickler & Team	2009-10	
5b.2	CBS - streamline the process for course creation in Datatel	Beth Shaw & Team	2009-10	
5b.3	Improve the efficiency of meetings by having more productive meeting skills and optimizing the use of technology (e.g. Flumine. IVS)	Stan Jensen, CLT & Team	Ongoing	
Goal 5c. Manage our fiscal resources better by aligning budgeting & planning				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5c.1	Align budget & planning processes	Linda English & Team	2010-11	
Goal 5d. Maximize & embed the use of data in decision-making (Balanced Score Card, data integrity & website)				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5d.1	Develop & Implement a Balanced Score Card (Phase I)	Meeta Goel & Team	2009-10	
5d.2	Implement a college wide data warehouse	IR & IT Team	2011	
5d.3	Improve Data Integrity	IR & IT Team	2009-10	
5d.4	Provide training related to the availability & use of data	Meeta Goel & Team	2010-11	
Goal 5e. Maximize & embed (automate) the use of technology				
#	<u>Sub goal</u>	<u>Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5e.1	Maximize training on existing Educational Technology	Alice Bedard Voorhees & Team	2009-10	

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5e.2	Build systematic staff training on technology tools to improve efficient use of all employees' time and service to our students	Alice Bedard Voorhees & Team	2010-11	
5e.3	Redevelop CMC website with Portal	Scott Cowdrey, Doug Stewart & Team	2009-10	
5e.4	One Card implementation, training, process & procedures	Lin Stickler & Team	2009-10	
5e.5	Intranet organization and implementation	Scott Cowdrey, Doug Stewart & Team	2010-11	
5e.6	Increase # of online courses	Daryl Yarrow & Team	2009-10	
5e.7	Expansion of online services	Daryl Yarrow & Team	2010-11	

Goal 5f. Maximize usage of facilities & invest in quality facilities

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5f.1	Develop Facilities Master Plan III	Sam Skramstad	2009-10	
5f.2	Develop Deferred Maintenance Plan	Sam Skramstad	2009-10	
5f.3	Develop plan for upgrading classrooms, labs, libraries with 21st century tools & focusing on green solutions	ITC, Michael Rylets	2010-11	

Goal 5g. Develop a process for and conduct program reviews (academic & functional area)

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5g.1	Develop and implement a process for program reviews	Academic Affairs & Team	2009-10	
5g.2	Develop and implement a process for functional area reviews	Stan Jensen & Team	2009-10	

Goal 5h. Assess the effectiveness of 2008-09 organizational restructure

#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5h.1	Determine the impact of the 2008-09 organizational restructure	Stan Jensen & CLT	2010-11	

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Goal 5i. Increase college wide sustainability efforts				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
5i.1	Role-model conservation	Sustainability Team (BEST)	2010-11	
5i.2	Perform energy audits of our facilities	Sustainability Team (BEST)	2010-11	
5i.3	Retro fit facilities for energy efficiency	Sustainability Team (BEST)	2010-11	
5i.4	Educate and share best practices college wide	Sustainability Team (BEST)	2010-11	
Stretch Goal 6a. Develop and implement a comprehensive employee personal and professional development program including enhanced orientation & training				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
6a.1	New staff orientation/training	Kelly Johnson & Team	2010-11	
6a.2	AQIP team training	Stan Jensen & Team	Ongoing	
6a.3	Supervisor orientation/training	Kelly Johnson & Team	2010-11	
6a.4	Traning of top leadership at meetings	Stan Jensen & Team	Ongoing	
6a.5	Market employee professional development via CBS	Beth Shaw & Team	2010-11	
Goal 6b. Foster innovation, creativity and positive change by creating a CMC Leadership Academy or University				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
6b.1	Further investigation of funding for implementation of a CMC Learning College Academy or University to provide structured/systematic internal training	Carla Malmquist & Team	2010-11	understanding of learning styles, online teaching, etc.?
6b.2	Develop Career Map/Professional Development Plan	TBD	2011	

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Goal 6c. Improve employee recruitment, hiring, reward and retention				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
6c.1	Health insurance redevelopment	Kelly Johnson & Team	2009-10	
6c.2	Automate position opening authorizations using work flow management in Site Publish	Kelly Johnson & Team	2010-11	

Goal 6d. Promote team work, collaboration, communication and core values (T2R2)				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
6d.1	Facilitated discussions to increase awareness of T2R2 at College Meetings	Stan Jensen & CLT	Ongoing	
6d.2	CMC leadership increasingly models team work, collaboration, community and core values	Stan Jensen & CLT	Ongoing	

Goal 6e. Continue to embed Learning College principles throughout CMC				
#	<u>Sub goal</u>	<u>Sponsor/ Responsibility</u>	<u>Completion Date</u>	<u>Measure of success</u>
6e.1	Facilitated discussions and training of Learning College to increase awareness at College Meetings	Carla Malmquist, CLT	Ongoing	
6e.2	CMC leadership increasingly models and utilizes Learning College principles	Carla Malmquist, CLT	Ongoing	
6e.3	Develop Black Belt Team concept	Stan Jensen, Mike Simon, Joe Maestas & Team	Ongoing	
6e.4	Develop "CMC Way" (principles, video, etc.)	Stan Jensen	2010-11	