

**President's Goals and College Work Plan
FY 2019-20**

Overview and context

In FY 2019-20, opportunities are numerous for Colorado Mountain College to capitalize on the progress of the past few years. While anticipated changes in the college's environment will have an effect on college operations, leadership is keenly aware of and actively responding to them. For example, it is likely that the nation's economy will begin to slow due to structural workforce limitations.

In the short term, as the unemployment rate softens from its historically low level, this will begin to increase college enrollments, especially among "new traditional" (older, not immediately out of high school) students. In the longer term, the number of high school graduates will start to flatten, the ripple effect of a falling birth rate in the United States. In this environment, many colleges and universities throughout the nation will struggle and hundreds may close or be consolidated. CMC will continue to thrive. However, doing so will require proactive and deliberate changes in operations and approaches.

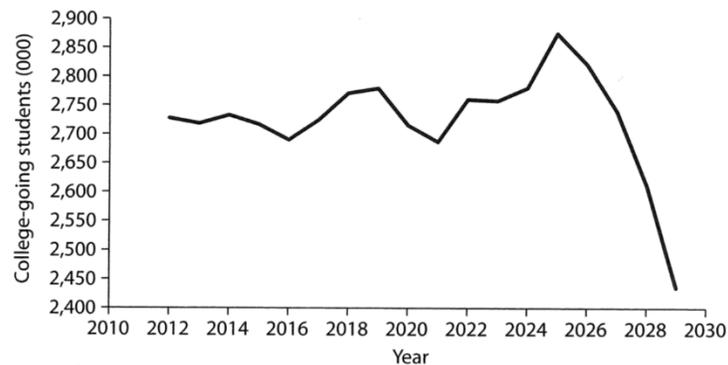


Figure 4.1. Forecasted number of college-aged and college-going students, by year of high school graduation

Source: Grawe, N. (2018). Demographics and the demand for higher education. Johns Hopkins Press. Baltimore, MD.

The college's leadership team shares strong optimism about CMC's long-term viability. Enviably, our funding is not dependent on enrollment nor are we in direct competition with other institutions. The college need not chase enrollments or change its mission to survive in highly competitive and contracting markets. As such, principal threats to the college's future are not external, but rather internal, such as becoming complacent with the status quo, carelessly allowing expenditures to grow faster than inflation, or tolerating dated practices or allowing unproductive methods to go unchecked.

While the college enjoys very strong fiscal health, its future sustainability depends on the prudent allocation of resources, rigorous monitoring of student needs and employment markets, and increasing investments in innovative practices that result in nimble and relevant programs, better labor market outcomes, and improved access, student learning, and success, especially among an increasingly diverse student population.

With this context and backdrop in mind, priority goals for FY 2019-20 under each category of CMC's Reaching Greater Heights strategic plan are outlined below.

Much of the work in maintaining the viability and relevance of CMC into the future is intended to provide academic programs that train students for sustainable-wage jobs in the mountain region as well as facilities which ensure that CMC students have access to state-of-the-art equipment and, through technology, the college's best faculty members.

Therefore, in FY 2019-20, **CMC will expand academic programs in high-demand fields** such as nursing, teacher education, and law enforcement; **invest in new facilities** that allow students to enjoy experiential opportunities in their academic programs and benefit from state-of-the-art technologies; and **build (or retrofit) innovative spaces**, such as technology-rich micro-classrooms, to enable students at every campus to interact with and learn from the college's most exceptional faculty.

Additionally, we know that the majority of future students will more and more represent populations with limited history and experience in higher education – specifically, students of color and those from families with less robust financial resources. Ignoring the needs of these students would ensure CMC's irrelevancy and demise. To counteract this, **the college will implement a contemporary Diversity, Equity, and Inclusivity Plan and Equity Score Card**. The DEI Plan, based upon research conducted by a nationally renowned expert, will include specific strategies for departments, academic units, and campuses to ensure that all students who enroll at CMC feel welcomed, included, and, ultimately, successful.

Additional objectives:

- Finalize a student mental health support plan and philosophy
- Expand nontraditional student recruitment and initiatives
- Expand certificate and credential programs to more high school students (CEPA growth)
- Establish baseline minimum student services at all campuses
- Develop a consistent, comprehensive advising model for all students
- Fully implement multiple-measures placement options
- Finalize a technology accessibility plan: document prior accomplishments and develop a strategy to train and incentivize faculty participation

In addition to ongoing efforts in assessment, non-credit registration, faculty evaluation and workload procedures, and new program expansion or development, **the college will turn its attention in earnest to state-level policy changes that will soon affect CMC's programs and procedures**. Though CMC has always been open to everyone, not all students who enter the college have the skills needed for success in higher education.

Historically, CMC, like many open-access institutions, created “developmental” courses and programs designed to lift up students with certain academic deficiencies. While these programs have been successful for some, large numbers of students do not achieve desirable academic outcomes in spite of traditional curricular interventions. In the most recent legislative session, HB19-1206 (Supplemental Academic Instruction) passed the Colorado Legislature with near-unanimous support as well as the full backing of the governor's office. This bill requires all access institutions to make significant changes to academic placement policies in order to increase the number of students enrolling in and passing credit-bearing courses. This legislation also mandates colleges to organize English as a second language (ESL) programs to ensure that enrollees have the skills to take college-level English (e.g., English 121) before the end of their third year in the program. **CMC will prioritize this work in 2019-20 with a goal of full implementation in fall 2020.**

Additional objectives:

- Reimagine transitional education structures, services, and programs to reflect recent legislative mandates while maintaining equitable learning environments and student success in developmental education and English-language acquisition
- Review, assess, and revise the Master Academic Plan (current plan expires in 2020) and the new Academic Affairs design for continuous improvement
- Successfully launch, market, and implement Elevate (continuing education platform)
- Finalize an integrated faculty evaluation process that aligns workload and reassignment expectations
- Complete the Curriculum & Instruction manual so that it becomes a fully interactive document
- Establish consistent standards and criteria for faculty merit pay and reassignment time
- Continue to refine and strengthen program review and assessment processes
- Enhance CMC's academic reputation statewide and nationally as rigorous, high quality, and innovative
- Strengthen participation at the state level in academics and curriculum recommendations
- Further integrate experiential learning and career development across degree programs

PILLAR C Community & Economic Development

During the 2019-20 legislative session, CMC was also able to usher through legislation that will allow the college to offer more bachelor's degrees. Though new programs aren't planned for immediate implementation, in 2019-20 **the college will lay the groundwork to launch several new bachelor's programs tied to our local economies.** Additionally, the college will support the implementation of newly authorized teacher education programs in special education, culturally and linguistically diverse education, and secondary science.

From a capital perspective, and shortly following the completion of the recreation center and Ascent Leadership Center at Spring Valley, we will **turn focused attention to the realization of a residential campus in Aspen.** No other project reflects the transformative potential of Colorado Mountain College's mission than this one, and it is essential to ensure that a campus of transformational impact – for students and the broader community – will finally be delivered in Pitkin County.

Additional objectives:

- Successfully open new buildings at Spring Valley and develop business plan for external funding and partnerships
- Complete the college-wide Facilities Master Plan, to include housing options in every location
- Launch an Alumni Association that supports enhanced Career Services, benefiting both students (alumni) and employers
- Increase local internship and apprenticeship opportunities for students

PILLAR D Organizational Effectiveness

For the first time in more than 35 years, Colorado Mountain College may expand its physical footprint, this time in Salida, Colorado. This community's enthusiasm for CMC is very evident, but this does not necessarily translate into success at the ballot box. Therefore, in light of the trustees' support of Salida's annexation application, **a significant part of CMC's 2019-20 work plan will be to successfully annex Salida into the college's taxing district.** It will also involve maintaining, strengthening, and clarifying our relationship in Buena Vista to determine whether the entire county is viable to join the district and remove its historically awkward "service area" status, inconsistent attention, and sporadic programming.

Finally, over the past six years, the college made significant strides in upgrading its information technology systems, including executing the successful implementation of a new student information

system (Ellucian) and numerous infrastructure upgrades to upgrade broadband accessibility at all campus sites. These were accomplishments that required the earnest efforts of hundreds of employees. And yet, IT continues to change at an extraordinary pace. **In 2019-20, college leadership will engage in a concentrated discussion regarding our hopes for the future of IT at the college.** While it is too soon to tell the outcome of this process, the examination will include all options and potential costs.

Additional objectives:

- Deliver a new college-wide IT Master Plan
- Conduct updated Information Technology audit and determine options for existing or new systems
- New campus leaders named and on-boarded in Rifle, Edwards, Aspen
- New Marketing and Information Technology directors named and on-boarded
- New VPAA on-boarded, with seamless progress toward Academic Affairs goals and objectives
- Finalize ballot measures, conduct thorough community outreach, and add Salida to CMC's taxing district
- As a hedge against further erosion of community resources, exercise the provisions of 7D and demonstrate investment in high-need workforce programs in CMC's region
- Deliver a budget at or below inflation while prioritizing competitive compensation and benefits for employees and investing in necessary infrastructure and programming
- Implement RNL recommendations to strategically integrate CMC and Foundation scholarship processes
- Continue to increase the number of certificates and degrees awarded over time
- Evaluate and enhance the roles and responsibilities of campus and program advisory committees/councils college-wide
- Effectively on-board new trustees with appropriate and relevant orientation and training