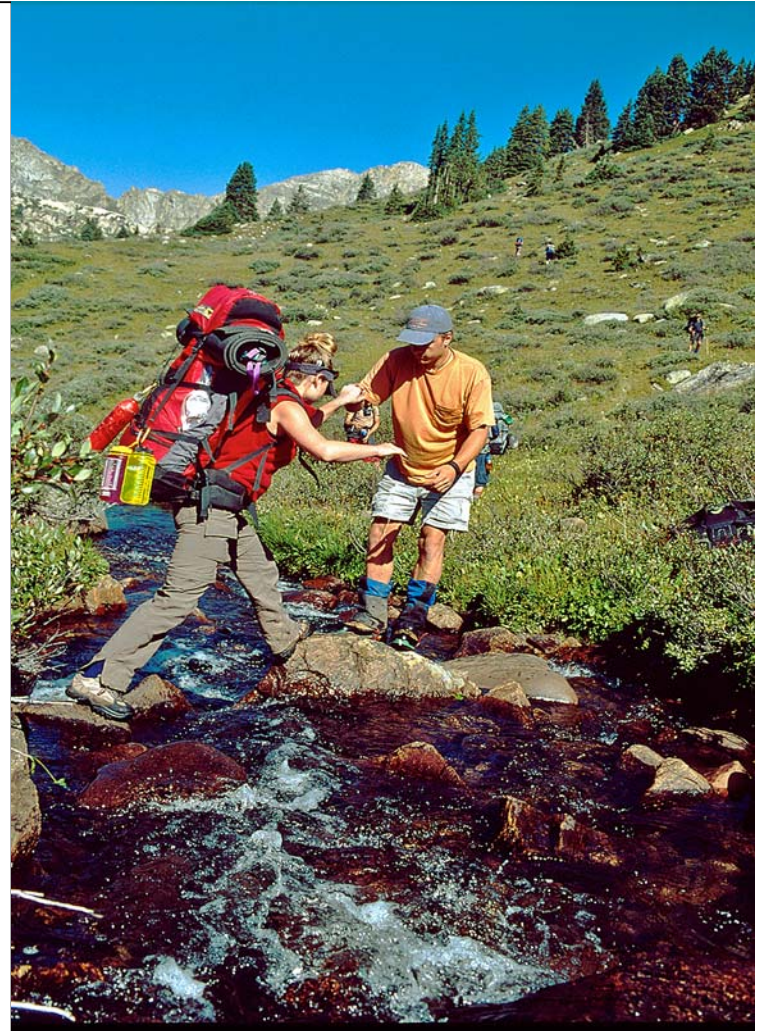


CMC
2007-2010
Strategic Initiatives

Update ~ May 2008



Our Vision

Learning for Life: An innovative leader among community colleges, Colorado Mountain College (CMC) is creating a community of learners where everyone teaches and everyone learns.

Our Mission

Colorado Mountain College is a comprehensive community college that exists to meet the educational and training needs of the communities we serve by:

- ◆ Extending opportunities for lifelong learning
- ◆ Embracing, facilitating and requiring learning from the entire organization
- ◆ Focusing on learning and continuous improvement as not only our business, but also as the way that we conduct business
- ◆ Systematically using data to maximize learning
- ◆ Engaging our students and communities as learning partners who take responsibility for their own learning
- ◆ Involving students, faculty and staff in a variety of ways
- ◆ Reflecting diverse perspectives and cultures
- ◆ Identifying and removing barriers and limitations
- ◆ Being deeply involved in the educational and training needs of our communities
- ◆ Joining with other educational institutions, business, and government agencies to develop workforce training and learning opportunities that meet their needs and build our capacity to serve
- ◆ Developing our technological infrastructure to enrich learning environments and provide access to information anywhere and anytime
- ◆ Ensuring fiscal soundness and ample reserves.

Our Core Values (T2R2)

- ◆ **Truth:** By revealing, understanding, and blending diverse personal perceptions, biases, and “truths,” as well as providing accurate and fact-based information at the start of a decision, vote, or discussion, we come closer to an inclusive Truth, thus resulting in the best course of action.
- ◆ **Trust:** Trusting that others are relaying the truth as they see it and are working in the best interests of the College and the students we serve by ensuring decisions and actions are guided by a commitment to student and personal success, accountability, maintaining confidentiality, keeping promises, and a commitment to life-long learning.
- ◆ **Respect:** Valuing and acknowledging individual differences, opinions, and contributions by communicating openly, honestly, and directly and treating each other fairly and consistently.
- ◆ **Responsiveness:** Being able and ready to respond, at all times, in support of our communities by remaining readily accessible, timely, solution-seeking, well-informed, accountable to our values and norms, encouraging, and responsible for our own actions.

Colorado Mountain College is Committed to Learning College Principles (Terry O'Banion, 1997):

- I. The Learning College creates substantive change in individual learners.
- II. The Learning College engages learners in the learning process as full partners who must assume primary responsibility for their own choices.
- III. The Learning College creates and offers as many options for learning as possible.
- IV. The Learning College assists learners to form and participate in collaborative learning activities.
- V. The Learning College defines the roles of learning facilitators in response to the needs of learners.
- VI. The Learning College and its learning facilitators succeed only when improved and expanded learning can be documented for learners.

Colorado Mountain College is Committed to Our Board's Ends:

- I. People Achieve Their Personal Learning Goals
- II. People Achieve Their Professional Learning Goals
- III. Employers' Workforce Needs Are Met
- IV. Diverse Learners' Needs Are Met
- V. Communities Have Multiple Educational Delivery Methods
- VI. Affordable, Efficient Delivery for the Communities Served
- VII. People Develop and Apply Leadership Skills in Our Communities

College Goals

- ◆ **Learning College:** CMC will ensure success for all learners by creating a culture of learning where evidence of learning is embedded in all our actions.
- ◆ **Meeting community needs:** CMC will be a leader in responding to the learning needs of the communities we serve.
- ◆ **Faculty & staff training:** CMC will support and enhance learning through faculty & staff training.

2007-2010 CMC Initiatives Supporting the College Goals:

1) CMC will ensure success for all learners by creating a culture of learning where evidence of learning is embedded in all our actions: 65%

- ◆ By June 2008, we will improve methods of collaboration between Student Services and instruction faculty to optimize recruiting and retention efforts (Alpine) **27%**
- ◆ By June 2008, we will improve instructional support (Alpine) **52%**
- ◆ Aspen Campus will excel in teaching and learning by identifying and encouraging best practices for classroom implementation (Aspen) **50%**
- ◆ Further embed learning-centered principles into the RFC Culture (RFC) **50%**
- ◆ Move the campus toward becoming an environmentally sustainable community (RFC) **53%**
- ◆ By summer 2010, CMC-Summit will identify, assess, develop, and strengthen academic/certificate programs (Summit)
- ◆ Strive for optimal enrollment to increase classroom enrollments to 70% of capacity by spring 2010 via retention strategies (Timberline)
- ◆ Support student success (VEV) **80%**
- ◆ West Garfield Campus will practice continuous improvement in learning management by developing a Strategic Learning Management Plan (WGC) **60%**
- ◆ Learning College (College Wide-Academic Services) **50%**
- ◆ Promote improvements and standardization of Business Office related processes (College Wide-Business Office) **50%**
- ◆ Review & improve current internal processes/documents to ensure compliance (College Wide-Human Resources) **69%**
- ◆ Automate, to the fullest extent possible, key HR processes (College Wide-Human Resources) **68%**
- ◆ Develop and implement systematic processes for measurement and evaluation college wide (College Wide-Institutional Effectiveness) **68%**
- ◆ Facilitate CMC's ongoing quest for continuous improvement and fulfillment of its mission (College Wide-Institutional Effectiveness) **73%**
- ◆ Oversee the strategic planning process college wide (College Wide-Institutional Effectiveness) **48%**
- ◆ With an emphasis on facilitating improvement in communication processes, continue to foster trust and facilitate productive intra-departmental consultation and collaboration between the Institutional Effectiveness Department and CMC Administrators, faculty, staff, students, and the community (College Wide-Institutional Effectiveness) **68%**
- ◆ Student Development will work collectively and collaboratively to provide a full complement of student services that are consistent with the learning college model and effectively implement its principles (College Wide-Student Development) **92%**

- ◆ Increase student success through the thoughtful and systematic application of interventions that are relevant and meaningful to particular student cohorts (College Wide-Student Development) **100%**
- ◆ The CMC Foundation Board of Directors will continue to engage in fundraising activities (Foundation) **81%**
- ◆ The CMC Foundation Board of Directors will assure that a strong infrastructure is in place for the Foundation's optimal performance (Foundation) **92%**
- ◆ Ensure a strong and stable Information Technology organization which meets the needs of its staff as well as the needs of CMC's technology users (Information Technology) **60%**

2) CMC will be a leader in responding to the learning needs of the communities we serve: 62%

- ◆ We will improve the quality of instruction and develop curriculum offerings to meet the needs of the community (Alpine) **44%**
- ◆ By June 2008, we will improve the facilities in support of the learning environment (Alpine) **28%**
- ◆ We will promote business development and entrepreneurship through participation in economic development activities (Alpine) **85%**
- ◆ Aspen Campus will respond rapidly and appropriately to the learning needs of our community (Aspen) **32%**
- ◆ Meet the needs of our communities (RFC) **70%**
- ◆ By summer 2010, CMC-Summit will improve access to learning (Summit)
- ◆ Strive for optimal enrollment to increase classroom enrollments to 70% of capacity by spring 2010 via responsive programming (Timberline)
- ◆ Strive for optimal enrollment to increase classroom enrollments to 70% of capacity by spring 2010 via marketing & recruitment (Timberline)
- ◆ Meet community needs through enrollment management strategies for target audiences and target programs (VEV) **80%**
- ◆ West Garfield Campus will practice continuous improvement in enrollment management through developing a Strategic Enrollment Management Plan (WGC) **60%**
- ◆ West Garfield Campus will practice continuous improvement in program management by developing a Strategic Program Management Plan (WGC) **40%**
- ◆ Meet community needs (College Wide-Academic Services) **65%**
- ◆ Assess constituents' needs and enhance Business Office operations based on feedback (College Wide-Business Office) **70%**
- ◆ Increase access to the programs and services of CMC through effective methods of communication, outreach and delivery that reflect an understanding of the needs of our diverse community (College Wide-Student Development) **92%**
- ◆ The CMC Foundation Board of Directors will become more effective ambassadors in their communities & local campus (Foundation) **75%**

- ◆ Ensure a robust and stable technology infrastructure for CMC's instructional and administrative needs (Information Technology) **60%**

3) CMC will support and enhance learning through faculty & staff training: 68%

- ◆ Aspen Campus will support and enhance learning through faculty and staff training and development (Aspen) **58%**
- ◆ Continue the on-going faculty and staff development program (RFC) **70%**
- ◆ By summer 2010, CMC-Summit will enable success of individual achievement toward personal/professional learning goals (Summit)
- ◆ Support and enhance learning through faculty development (VEV) **100%**
- ◆ Faculty and staff development (College Wide-Academic Services) **60%**
- ◆ Provide opportunities for Central Business Office (CBO) growth and development (College Wide-Business Office) **60%**
- ◆ Continue to promote employee growth, improvement and/or enhance our current programs (College Wide-Human Resources) **75%**
- ◆ Meet objectives defined in the July 2007 Information Technology Security Plan (Information Technology) **60%**
- ◆ Provide a comprehensive and effective support and training program for CMC employees (Information Technology) **60%**