

2020 CMU Montrose Strategic Plan



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* *Approved by the Colorado Mesa University Board of Trustees*

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CMU Montrose

Strategic Planning Goals and Objectives 2020

I. Introduction

Over the course of the 2016-2017 academic year, led by the Director of the CMU Montrose Campus, Dr. Gary Ratcliff, the Montrose Advisory group met to discuss and develop integrated strategic plan goals and objectives to facilitate the ongoing development of the CMU Montrose campus and academic programs. The CMU Strategic Plan provided scaffolding for this work.

II. Context for the 2020 Strategic Plan

CMU 2020 Goal 1: Become the university of choice for students, faculty and staff with a focus on academic excellence

Objective 1A. Become the university of choice for students

Strategy 1: Attract and retain students with increasing levels of preparation.

Montrose Campus Strategy: Continue to refine and communicate key benefits of attending CMU Montrose (e.g., cost savings of staying local, personal attention, small classes, seamless transition to main campus) for area high school students and adult students.

Montrose Campus Strategy: Increase marketing activities include direct mailers and other advertising strategies.

Montrose Campus Strategy: Expand marketing and recruiting activities to include semi-annual open house events at the campus, which would include faculty participation and workshops of interest to students and parents.

Montrose Campus Strategy: Offer a non-credit emerging leader development program for students as a distinctive feature of the Montrose campus and build community awareness of the program.

Montrose Campus Strategy: Offer and market the CMU Golden Scholars program at the CMU Montrose Campus.

Montrose Campus Strategy: Work with CMU Foundation to establish benchmarks for giving to CMU Montrose in order to set goal for increasing giving to scholarships.

- Work with CMU Foundation to develop a plan for increase to giving to CMU Montrose.

Strategy 2: Offer a rigorous student-centered education that promotes academic success.

Montrose Campus Strategy: Resolve jurisdictional issues related to career and technical service area in order to enhance access to quality programs for students in Montrose and the surrounding region.

Objective 1B and 1C: Attract and retain faculty who balance a passion for teaching and scholarship. Attract and retain staff who embrace the institution's student-centered focus and are committed to student success.

Montrose Campus Objective: Enhance awareness among potential faculty pool in Montrose area by hosting open house events, guest lectures, etc. to stimulate interest in becoming involved at CMU Montrose.

Montrose Campus Objective: Recognize recent professional accomplishments of CMU faculty on the CMU Montrose website, Facebook page, and campus email newsletter.

Montrose Campus Objective: Run advertisements in local media to increase potential pool of CMU faculty.

Objective 1D. Advance learning opportunities that are innovative, integrated, interdisciplinary, and experiential.

Montrose Campus Objective: Offer a non-credit emerging leader development program for students as a distinctive feature of the Montrose campus and build community awareness of the program.

Montrose Campus Objective: To expand opportunities for student learning and to engage the community, bring faculty lecturers and campus organizations from Grand Junction campus for special events in Montrose. (Examples include: Holocaust awareness, guest lectures, performing arts, etc.)

Montrose Campus Objective: Work with WCCC and Community Education Center staff to identify opportunities for summer camps (e.g., STEM, leadership) for middle school students at CMU Montrose. Explore possibility of including this as part of the ongoing project with El Pomar Foundation.

Objective 1E. Increase recruitment, retention of faculty, staff and students who reflect the geographic, racial, ethnic and age diversity of the region.

Montrose Campus Objective: Collaborate with Montrose School District ESL staff and community organizations to increase college-going rate of Hispanic students.

Montrose Campus Objective: Hire student mentors who would support the diverse student population of the Montrose campus.

Montrose Campus Objective: Enhance presence in surrounding communities by presenting at meetings of community organizations and attending community events, high school events, etc.

Montrose Campus Objective: Ensure campus facilities are perceived as safe by students, faculty and staff and introduce safety measures to achieve this end.

Montrose Campus Objective: Explore pursuing federally-funded TRIO college access grants to run Upward Bound and Bridges programs with area high school students.

CMU 2020 Goal 2: Increase the level of educational attainment in the region via quality academic programming.

Objective 2A. Boost new student enrollment an average of 2% per year

Montrose Campus Objective: Boost student enrollment at CMU Montrose by a minimum of 2% per year.

Montrose Campus Objective: Explore expansion of career and technical education programs offered in Montrose to Ouray county, San Miguel county, and western Montrose county.

Objective 2B. Increase the rates of first-year retention and six-year graduation rate.

Montrose Campus Objective: Collaborate with CMU Institutional Research, Planning and Decision Support to conduct on-going analyses of the retention rates of Montrose campus students with the aim of developing a profile of at-risk students and providing advising, mentoring and support services to increase their retention and graduation rate.

Montrose Campus Objective: Collaborate with CMU Institutional Research, Planning and Decision Support to examine the course work patterns of students who drop out and identify courses associated with student attrition. Work with faculty who teach these courses to identify ways to increase student success and retention.

Montrose Campus Objective: Develop new student retention initiatives such as expanded new student orientation programs, student mentoring programs, textbook lending programs, on-line videos on student success strategies (e.g., academic mindset, time management, financial literacy, etc.) increased offerings of scholarships, professional development of faculty on student retention strategies.

Montrose Campus Objective: Montrose Campus Objective: Assess student demand for drop-in childcare service and space and staffing requirements.

Montrose Campus Objective: Engage CMU Montrose alumni in retention efforts as mentors to students.

Montrose Campus Objective: Enhance student life presence at CMU Montrose Campus through events and activities designed to enhance their collegiate experience.

Objective 2C. Selectively add programs that enhance student opportunities after graduation.

Montrose Campus Objective: Collaborate with regional employers, Montrose School District, MEDC, Montrose Workforce Center, and Region 10 Office to identify core competencies needed by employers and academic programs that can develop these competencies.

Montrose Campus Objective: Explore increasing career and technical program offerings through Western Colorado Community College. Assess the feasibility of offering adult student versions of the current CTE offerings for high school students.

Montrose Campus Objective: Develop a program plan for the CMU Montrose facilities, including the former Community Options facility, that include facilities for future academic programs and facilities that support student life (e.g., student union, residence hall, etc.) and community engagement (e.g., general assembly space, etc.).

Montrose Campus Objective: Explore expansion of nursing program offering (e.g., LPN, CNA) at CMU Montrose Campus to meet workforce needs.

Montrose Campus Objective 3: Investigate expanding four-year degree options, such as business management, that would enroll a sufficient number of students to be viable and would have a potential pool of instructors in the community.

Montrose Campus Objective: Expand the variety of courses offered as essential learning requirements. Include courses in subjects related to growing technical fields of interest to students, including subjects such as software development and graphic design.

Montrose Campus Objective: Develop and implement a non-credit continuing education program for community members interesting in professional development or exploring personal interests and hobbies.

Objective 2D. Increase community awareness, of, and participation, in the life of our campuses.

Montrose Campus Objective: Engage community leaders from the public and private sector in offering a non-credit emerging leader development program for students as a distinctive feature of the Montrose campus and build community awareness of the program.

Montrose Campus Objective: Present at meetings of community organizations.

Montrose Campus Objective: Restart CMU Montrose Alumni chapter to include CMU alums in Montrose area in the activities of the Montrose Campus.

Montrose Campus Objective: Work with City of Montrose Office of Business & Tourism to enhance awareness of CMU Montrose through signage and other media.

Montrose Campus Objective: Work with community leaders to develop another scholarship fundraising event in addition to Entrepreneur Day.

Montrose Campus Objective: Partner with Montrose School District and Pinhead Institute to bring CMU Montrose faculty into middle schools and high schools as guest speakers.

Montrose Campus Objective: Develop a quarterly email newsletter sent to CMU Montrose alumni.

Objective 2E. Ensure that all graduates are prepared with the knowledge and skills required for success in the 21st century workplace.

Montrose Campus Objective: Survey Montrose campus graduates about their employment status and the degree to which the campus prepared them adequately for employment.

CMU 2020 Goal 3: Continue the maturation of the university and all of its campuses

Objective 3A. Remain committed to small classes that promote high-levels of student-faculty interaction.

Montrose Campus Objective: Maintain small classrooms (30 student maximum) in facility renovation and expansion plans.

Objective 3B. Nurture faculty members who embrace CMU's teacher-scholar model.

Montrose Campus Objective: Recognize latest professional accomplishments of CMU faculty on the CMU Montrose website, Facebook page, bulletin boards, and campus email newsletter.

Montrose Campus Objective: Recognize CMU faculty accomplishments in Montrose newspaper.

Objective 3C. Continue to strengthen financial and organization structures that support the University strategic goals.

Montrose Campus Objective: Collaborate with WCCC administrators to develop a space plan for the former Community Options buildings.

Montrose Campus Objective: Build upon existing CMU Montrose Campus scholarship endowment to provide financial access for local students.

Montrose Campus Objective: Explore opportunities for other fundraising events in addition to Entrepreneurship Day.

Montrose Campus Objective: Continue to sustain city and county financial support of the growth of the Montrose campus.

Strategy 1: Ensure student-centric business process and data-driven institutional decision making.

Montrose Campus Strategy: Collaborate with CMU Institutional Research, Planning and Decision Support to develop a student survey to develop an in-depth profile of Montrose students including an assessment of student needs and satisfaction.

Strategy 2: Set budget priorities in alignment with strategic planning goals.

Objective 3D. Enhance awareness among present and potential students of the educational opportunities available through CMU's WCCC division and the Montrose campus. Nurture faculty who embrace CMU's teacher-scholar model.

Montrose Campus Objective: Develop a financially sustainable model for marketing CMU Montrose Campus to prospective students in Montrose and the surrounding area.