FORMING THE FUTURE INITIATIVE

BUILDING A HUMAN SCALE UNIVERSITY

STARTING WITH VALUES

COLORADO MESA UNIVERSITY

STRATEGIC PLAN
2023-2027

HUMAN SCALE UNIVERSITY

A campus community that is a model of the world we want to create.

VISION

CMU aspires to be a Human Scale University that serves as a model of the world we want to create — a world where people aspire to love, extend dignity, choose courage, demonstrate humility, develop resiliency, celebrate curiosity, and use power for good.

MISSION

As a Human Scale University, our mission is to provide an affordable and accessible education and form meaningful and mutually enriching partnerships that support the well-being and vibrancy of our community.

Statutory Role and Mission

The role and mission of the institution was reenacted in 2010 by the Colorado General Assembly (Colorado Revised Statutes 23-53-101) and amended in 2011 when Mesa State College was renamed Colorado Mesa University:

> *There is hereby established a university at Grand Junction, to be known as Colorado Mesa University, which shall be a general baccalaureate and graduate institution with selective admission standards. Colorado Mesa University shall offer liberal arts and sciences, professional, and technical degree programs and a limited number of graduate programs. Colorado Mesa University shall also maintain a community college role and mission, including career and technical education programs. Colorado Mesa University shall receive resident credit for two-year course offerings in its commission-approved service area. Colorado Mesa University shall also serve as a regional education provider.*

Current banners on display throughout Main Street, downtown Grand Junction.

VALUES FIRST

To fulfil our mission and reach toward our vision, our work is grounded in seven values:

POWER
CURIOSITY
RESILIENCY
HUMILITY
COURAGE
DIGNITY
LOVE

Love
Extending oneself for nurturing the growth of self and others

Dignity
Respecting the intrinsic value of each person and believing that others act from a foundation of goodwill

Courage
Taking risks in the pursuit of new possibilities

Humility
Suspending one's ego and pride to recognize that no idea is perfect and being open to the input of others

Resiliency
Investing in the future by adapting to changes, overcoming challenges and pursuing opportunity

Curiosity
Cultivating awe and exploring the unknown

Power
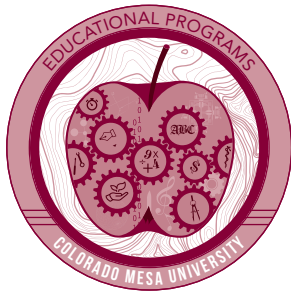The strength to act collaboratively with individual agency to achieve our goals

When we practice these values, we are able to support the diversity of our campus, learning from and honoring the rich assortment of beliefs and backgrounds that converge on our campus that make for a vibrant culture and community.

Forming the Future is built on five pillars…

Educational Programs

Provide innovative, flexible educational programs that meet the needs of western Colorado and beyond.

Cultivating Collaboration and Innovation

Lead the community and region in activity that is economically, intellectually, and culturally transformative.

Promoting and Enhancing the Value of Higher Education

Build and share a transformative higher education experience.

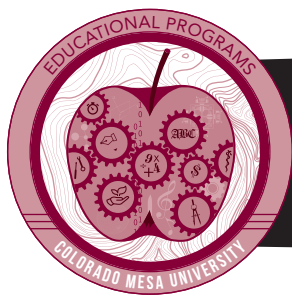### Recruit and Retain Employees for a Human Scale University

Commit to a work culture where **each employee** is seen, valued and respected.

Student Sense of Belonging

Build a culture that bonds students and alumni to CMU.

EDUCATIONAL PROGRAMS

Provide innovative, flexible educational programs
that meet the needs of western Colorado and beyond.

FORMING THE FUTURE INITIATIVE
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BUILDING A HUMAN SCALE UNIVERSITY

OBJECTIVES

[1] Develop exceptional programs, aligned with our mission, that empower CMU graduates and regional employers to thrive in a global society.

[2] Support program revision, collaboration, and revitalization, maximizing existing resources and faculty areas of expertise, to meet student and market needs.

[3] Leverage advances in technology and digital learning to implement high-quality and engaging educational experiences.

[4] Make experiential learning opportunities — and other high-impact practices that draw on the resources of our community and region — a defining feature of a CMU education.

[5] Prioritize excellence in teaching, learning, course delivery, curriculum design, and program development.

STRATEGIC INITIATIVES	KEY PERFORMANCE INDICATORS
Increase number of stackable credential and stackable degree programs. **[1]**	• Number of stackable programs (credential & degree)
Increase number of educational partnership programs (e.g., MSW/Rocky Mountain, D51/OREC, CMU/CU, dental therapy/Marillac) **[1]**	• Number of partnerships • Partnership Survey Results
Create off-ramp, adult, and stop-out programs that increase completion rates and employability for graduates. **[1]**	• Number of stop-out completions • Completion Rates • Employment Survey Results
Add support for program revision/collaboration/ revitalization to the academic program review process. **[2]**	• Program modifications aligned to program review
Utilize distance learning technology and hyflex classes to broaden our instructional reach. **[3]**	• Number of new courses offered via distance learning and/or hyflex modality.
Ensure every academic program includes opportunities for experiential learning. **[4]**	• Number of experiential learning opportunities students engage in, by program • Percentage of graduates who engaged in experiential learning during their programs
Create a Center for Teaching & Learning (CTL) that supports faculty development and student success. **[5]**	• Number of faculty who engage with the CTL • CTL Faculty Survey results
Increase student success in historically difficult courses. **[5]**	• Number of redesigned courses • Change in success rate in redesigned courses

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CULTIVATING COLLABORATION AND INNOVATION

Lead the community and region in activity that is economically, intellectually, and culturally transformative.

OBJECTIVES

[1] Encourage, identify, and support ideas to accelerate the research, innovation, and entrepreneurial ecosystem of CMU and western Colorado.

[2] Engage all stakeholders in robust programming and meaningful partnerships that create value for the region.

[3] Develop an environment of lifelong learning by emphasizing education and professional development for alumni, students, faculty, staff, and community.

[4] Pursue opportunities to grow the capabilities of CMU at all its campuses through collaborations with donors, businesses, organizations, and other institutions of higher education with shared values.

STRATEGIC INITIATIVES	KEY PERFORMANCE INDICATORS
Create a sustainable model for CMU centers focused on regional needs. (e.g., Water Center, Redifer Institute). [1, 2, 3]	• Completion of new policy on CMU Centers & Institutes • Number of self-supporting Centers/Institutes
Increase grant awards focused on supporting student learning and success. [3]	• Number of grants awarded • Dollar amount funded through grants
Develop new Maverick Innovation Center Programming to foster, recruit and deploy innovation, intellectual property, revenue, and royalties for the benefit of students and faculty. [1, 2, 3, 4]	• Number of new programs delivered • Stakeholder Survey results
Expand existing continuing education programs based on community interest and need. [3]	• Number of CE participants • Course evaluation results
Identify, develop, and implement programs and events to serve the professional development and lifelong learning goals of CMU students, employees, and alumni. [3]	• Number professional development participants • Professional Development survey/evaluation results
Develop a robust career networking program for alumni-to-alumni and student to-alumni career and industry connections. [1, 2, 3]	• Number of career network participants • Alumni Survey results • Student Engagement Survey results
Pursue public, private partnerships (P3s) prioritizing those that help CMU advance curricular, financial and community need objectives [4]	• Progress designing and developing the "Formation District" anchored by Hotel Maverick and CMU's new new theatre • Financial performance of Hotel Maverick and other future P3 opportunities

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RECRUIT AND RETAIN EMPLOYEES FOR A HUMAN SCALE UNIVERSITY

Commit to a work culture where **each employee** is seen, valued and respected.

FORMING THE FUTURE STARTING WITH VALUES **INITIATIVE** BUILDING A HUMAN SCALE UNIVERSITY

OBJECTIVES

[1] Create a culture that embraces standards for CMU employee excellence and celebrates efforts to meet them.

[2] Value employees through clear and equitable compensation strategies.

[3] Foster mutually respectful and collaborative decision-making processes that value the unique roles and expertise of our faculty (i.e., via shared governance) and staff.

[4] Support employee well-being.

STRATEGIC INITIATIVES	KEY PERFORMANCE INDICATORS
Engage with faculty and staff through town halls, written communication, ad hoc committees, and other means to ensure a continuous feedback loop about performance excellence, compensation, and recognition. **[1]**	• Campus Climate Survey results
Update the reward and recognition framework including employee handbook changes as needed and implement processes and provide toolkits for campus. **[1]**	• Revised Handbook and processes/policies • Campus Climate Survey results
Develop and implement a plan to (1) ensure seamless coverage of work during employee leaves and (2) compensate employees who cover the work. **[1, 4]**	• Cross-training plan completion • Compensation framework completion
Improve the onboarding experience for new employees. **[1, 4]**	• Onboarding evaluation
Develop a compensation strategy and data-informed implementation plan that: (1) is a competitive advantage in recruiting faculty and staff (2) rewards and retains top talent for value-added contributions to CMU. **[2]**	• Percent of faculty and staff salaries at or above CUPA median • Employee retention rate
Create a job and compensation structure that provides career ladders/pathways and clear expectations about compensation . **[1,2]**	• Job architecture document with a job families and functions, career stages, and salary bands
Provide clear and accessible interpretative materials that communicate the benefits of CMU's health, leave and retirement benefits, and geographic location. **[2]**	• Revised Handbook and processes/policies • Campus Climate Survey results
Engage cross-functional faculty and staff teams to explore topics of campuswide interest (e.g., professional development, wellness programs) and develop recommendations for the President's Leadership Team. **[3]**	• Number of faculty/staff engaged in cross-functional teams • Number/description of recommendations provided and number implemented
Update the parental leave policy. **[4]**	• Revised Handbook and processes/policies

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PROMOTING AND ENHANCING THE VALUE OF HIGHER EDUCATION

Build and share a transformative higher education experience.

FORMING THE FUTURE INITIATIVE — STARTING WITH VALUES — BUILDING A HUMAN SCALE UNIVERSITY

OBJECTIVES

[1] Invest in creating a transformative experience for each student.

[2] Inspire a positive narrative about higher education and the unique student experience at CMU.

[3] Promote a range of career opportunities that require varying levels of college education.

[4] Deliver a quality, affordable education with lifetime professional and personal returns.

STRATEGIC INITIATIVES	KEY PERFORMANCE INDICATORS
Increase experiential learning opportunities for students in all programs. [1, 4]	• Number of experiential learning opportunities students engage in • Percentage of graduates who engaged in experiential learning during their programs • Student Completer Survey results
Communicate the unique value proposition of CMU using points of differentiation that provide both the financial return on investment and personal return on investment. [2]	• Enrollment Increases • Graduate and completer employment and salary (Post-Secondary Employment Outcomes data) • Gallup-Purdue Index Survey results
Communicate CMU's commitment to serving first-generation and underserved populations. [2]	• New marketing campaign • Market research analytics • Enrollment Increases
Communicate the intrinsic and intangible value of higher education by focusing on the institutional values of CMU and by increasing programming within CMU centers, program pillars, marketing campaigns, and communication tools. [2]	• New marketing campaign • Market research analytics • Enrollment Increases
Leverage CMU's unique role and mission and diverse employer connections to highlight specific success stories at every academic level through engaging storytelling and events [2, 3, 4]	• New marketing campaign • Market research analytics
Deepen connections between CMU Career Services and CMU Alumni Association to grow internships, mentoring and job placement opportunities [1,3]	• Percentage increase in students and alumni engaged in internships, mentoring, and job placement • Number/percentage of students using CMU Career Services

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STUDENT SENSE OF BELONGING
Build a culture that bonds students and alumni to CMU.

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OBJECTIVES

[1] Encourage a welcoming, supportive, and mutually respectful relationship between faculty/staff and students.

[2] Strengthen clear, transparent, and frequent communication to students about available services, activities, and resources.

[3] Honor our students' individual academic, cultural, generational, and geographic experiences while also providing impetus for them to build relationships with multiple groups, both on- and off-campus.

[4] Design visible and virtual spaces that foster connections among students, faculty, and staff.

[5] Create an environment that supports and guides success, starting from the day students choose to be a Maverick and extending through their status as alumni.

STRATEGIC INITIATIVES	KEY PERFORMANCE INDICATORS
Deliver faculty and staff professional development focused on student belonging. **[1]**	• Number of faculty/staff attending professional development • Student Engagement Survey results
Utilize process improvement to reduce communication barriers between WCCC and CMU. Further extend benefits of university brand to community college stakeholders. **[2]**	• Pre-post Communication Survey for Employees & Stakeholders • Market research analytics
Deploy WiFi 6 university-wide to increase the wireless presence outdoors and better saturation indoors for improved student connections and collaboration opportunities. **[2, 4]**	• Number of access points installed • Percent of campus covered by WiFi
Keep current, maintain, and market the Resource Hub available on the Student Services website. **[2, 4]**	• Website usage analytics • Student Engagement Survey results
Examine the feasibility of implementing a student communication and engagement app to improve student involvement in co-curricular and extracurricular activities. **[2, 3, 4]**	• Feasibility study results
Improve delivery methods for messages to students, faculty and staff around belonging and student health/wellness. **[2, 4, 5]**	• Student Engagement Survey results
Build on Real Talk Series to (1) develop resources for faculty and staff on understanding our students' backgrounds and interests and (2) provide programming that builds community and honors students, staff, and faculty of all backgrounds. **[3]**	• Student Engagement Survey results • Post-workshop/Real Talk Survey results

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Student Sense of Belonging strategic initiatives and key performance indicators (continued)

STRATEGIC INITIATIVES	KEY PERFORMANCE INDICATORS
Clearly designate and market spaces on campus (e.g., The Point, The Caf, academic buildings, library, residence halls) where students can congregate and connect. [4]	• Student Engagement Survey results • Space usage statistics
Broaden collaboration with student life, residence halls, athletics, and student groups/clubs to reduce stigma around mental health. [2, 5]	• Percent increase use of mental health services • Student Engagement Survey results
Increase effectiveness of freshman year programs in instilling a sense of belonging and increasing retention and progression. [5]	• Freshman Year Survey results • Retention & progression rates
Expand student support services in advising, financial aid, and health/wellness. [5]	• Student Engagement Survey results
Create CMU young alumni program that provides mentoring and career development. [5]	• Number/percent of alumni engaged in program • Alumni Survey results

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