



## **CNM Strategic Planning External Conversations Report June 4 - 24, 2019**

### **Executive Summary**

Central New Mexico Community College (CNM) is creating a five-year strategic plan for 2020-2024 and retained **LEH Consulting Group, LLC**, (LEH) to support the strategic planning process. LEH facilitated a series of community conversations to learn how six different themes – *Equity, Safety, Communication, Partnerships, Customer Care, and Graduation and Retention* – align with proposed strategic directions, definitions and objectives.

LEH facilitated four community conversations organized by CNM. The agenda for, locations of, and demographics of community participants who attended these sessions are included in this report.

Each conversation focused on one or two specific themes. Community members with experience in, connection to, or familiarity with the theme(s) responded to guiding questions. High-level summaries of responses begin on page three of this report.

The facilitators heard several consistent sentiments across all conversations that may be useful to CNM leaders as they further develop the 2020-2024 strategic plan:

- CNM stakeholders appreciate various methods of communication to hear CNM's story, which is deep and broad;
- CNM's compelling story includes its evaluation and measurement of impact;
- CNM's strategic direction of Student Success involves offering holistic supports; and,
- CNM connects with community partners by innovating rapidly in response to local needs.

All participants who completed an evaluation noted the conversation was a good use of her/his time and 89% of participants rated their level of engagement as a four or five on a scale from one (disengaged) to five (very engaged). A list reflecting what participants learned about CNM during the conversations begins on page eight.

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## Core Session Agenda

### CNM Community Conversations

June 4 - 24, 2019

<b>10 minutes</b>	<b>Welcome and Introductions</b> <i>Kristen Ferris, Interim Director of Accreditation and Strategic Planning</i>
<b>15 minutes</b>	<b>Strategic Plan Process Briefing</b> <i>Kristen</i>
<b>30 minutes</b>	<b>Small Group Discussions*</b> <i>Facilitated by LEH Consulting Group</i> <ul style="list-style-type: none"> <li>- What else would you add to the theme definition?</li> <li>- How do the strategic directions align with the theme?</li> <li>- How do specific objectives align with the theme?</li> <li>- What other advice do you have for CNM regarding how to align with the theme?</li> <li>- Do you have any other feedback not directly related to partnerships and communications?</li> </ul>
<b>15 minutes</b>	<b>Large Group Report Out</b> <i>Facilitated by LEH Consulting Group</i>
<b>10 minutes</b>	<b>Open Questions and Answers</b> <i>Facilitated by LEH Consulting Group</i>
<b>5 minutes</b>	<b>Evaluation</b>
<b>4 minutes</b>	<b>Next Steps</b> <i>Kristen</i>
<b>1 minute</b>	<b>Thank You and Close</b> <i>Kristen</i>

90 minutes total

\* Facilitation format and techniques may vary based on the number of participants at each event.

## Input: What else would you add to the theme definition?

Date Session Location "Theme"	Comments
06/04/16 CNM Westside Campus "Safety"	<ul style="list-style-type: none"> <li>• <b>Safety</b> includes student situational awareness; addressing issues on and around campus (student-on-student crime, terrorism, online threats, drugs and alcohol, etc.); and protection from things that could be harmful (chemicals, equipment, on-the-job hazards, etc.).</li> </ul>
06/06/16 CNM Main Campus "Partnerships and Communication"	<ul style="list-style-type: none"> <li>• <b>Partnerships</b> include connecting with others supporting the work, such as businesses, nonprofits, students and faculty; addressing workforce skill gaps in healthcare, IT and others; internships; and offering convenings, internships and incubation.</li> <li>• <i>"Partnerships are the life blood to further our mission."</i></li> <li>• <b>Communication</b> includes outreach; consistency; championing (Governing Board as a conduit); advertising and promotion; the CNM website; community newsletter; and graduation. It's a guiding force that requires space to know what's going on and time to meet and grow partnerships.</li> <li>• <i>"Communication is sharing information about all the amazing work and opportunities at CNM."</i></li> </ul>
06/13/19 CNM Montoya Campus "Equity and Customer Care"	<ul style="list-style-type: none"> <li>• <b>Equity</b> can mean serving populations that lack access to resources; thinking critically about individual sectors of community; locating resources to level the playing field; being mindful of subgroups and asking questions; looking at outcomes over short-, mid- and long-term; role of geography.</li> <li>• <i>"Equity does not necessarily mean 'equal.'"</i></li> <li>• <b>Customer Care</b> can be the first interaction with a student; managing people broadly; creating engagement and satisfaction; ensuring employees feel cared for; listening to, identifying and meeting the needs of specific CNM stakeholders.</li> <li>• <i>"Customer Care means avoiding a 'one size fits all' approach."</i></li> </ul>
06/24/19 CNM South Valley Campus "Graduation and Retention"	<ul style="list-style-type: none"> <li>• <b>Graduation</b> can be completing studies to earn a degree or certificate.</li> <li>• <b>Retention</b> can be students staying at CNM and/or staying employed in New Mexico.</li> </ul>

## Input: How do the Strategic Directions align to the themes?

Date Session Location "Theme"	Comments
06/04/16 CNM Westside Campus "Safety"	<ul style="list-style-type: none"> <li>• <b>Student Success, Community Success and Organizational Excellence and Innovation</b> align with "Safety."</li> <li>• <i>"If students are safe, then most staff will be safe, then the community will be safe."</i></li> </ul>
06/06/16 CNM Main Campus "Partnerships and Communication"	<ul style="list-style-type: none"> <li>• <b>Student Success</b> aligns with the themes with access, internships and experiential learning.</li> <li>• "Creativity" and "innovation" seem to be missing from Student Success. More innovation in the curricula could look like additional partnerships with students and businesses.</li> <li>• <b>Student Success and Community Success</b> align with the themes supported through cohorts and flexibility.</li> <li>• <b>Community Success</b> is exemplified through responsiveness and training students who stay in New Mexico.</li> <li>• <b>Organizational Excellence and Innovation</b> aligns with the themes through high-quality education and credentials.</li> <li>• <i>"Everything I do at CNM aligns with Student Success and Partnerships."</i></li> <li>• <i>"CNM is working hard to support industry."</i></li> </ul>
06/13/19 CNM Montoya Campus "Equity and Customer Care"	<ul style="list-style-type: none"> <li>• <b>Student Success, Community Success and Organizational Excellence and Innovation</b> align clearly with the themes – <i>"with good verbs."</i></li> </ul>
06/24/19 CNM South Valley Campus "Graduation and Retention"	<ul style="list-style-type: none"> <li>• <b>Student Success</b> aligns with the themes when students achieve their educational goal of graduating. CNM is a strong starting place for those who need smaller class sizes and specific programs. CNM puts forth a lot of effort to connect with students holistically to support themes.</li> <li>• <b>Community Success</b> aligns with the themes as students graduating and remaining in New Mexico (retention) supports local employment. Many attend CNM, then link to a four-year institute in New Mexico. CNM has an important collaborative relationship with employers, serving as a key resource for Career Technical Education (CTE) and/or those looking for nontraditional paths.</li> <li>• <b>Organizational Excellence and Innovation</b> aligns with the themes as the college is a nurturing place that gets people in the educational pipeline and is important for local employers.</li> <li>• <i>"CNM is a key innovator outside of four-year tracks."</i></li> </ul>

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## Input: How do specific objectives align with the theme?

Date Session Location "Theme"	Comments
06/04/16 CNM Westside Campus "Safety"	<ul style="list-style-type: none"> <li>• <b>Student Success</b> objectives align; "exceptional student experience" includes safety.</li> <li>• <b>Community Success</b> objectives align as safety extends into the community.</li> <li>• "CNM moves faster than anyone else to address employers' needs."</li> <li>• <b>Organizational Excellence and Innovation</b> objectives align by building on the success as "the safest campus in the state."</li> </ul>
06/06/16 CNM Main Campus "Partnerships and Communication"	<ul style="list-style-type: none"> <li>• <b>Student Success</b> objectives connect to and with local workforce development and increase opportunities for employment through internships. Opportunities to require internships drive each objective and align with citywide efforts. Experience can enrich classroom involvement.</li> <li>• <b>Community Success</b> objectives align by increasing awareness regarding all great things in Albuquerque and New Mexico. CNM supporters can be ambassadors. Wearing CNM shirts can attract positive communication. College Day invites community partners to communicate. Internships build talent pipeline for community.</li> <li>• <b>Organizational Excellence and Innovation</b> objectives can align with the themes when President Winograd communicates the plan and vision to support leadership transition. There is an opportunity for greater alignment with the themes by supporting mental health needs.</li> <li>• "CNM is a cure-all for everything."</li> </ul>
06/13/19 CNM Montoya Campus "Equity and Customer Care"	<ul style="list-style-type: none"> <li>• <b>Student Success</b> objectives could include CNM's version of "Maslow's Hierarchy of Needs," including new approaches to make it easier to be a student, such as offering onsite laundry options and childcare and decreasing travel time and costs.</li> <li>• <b>Community Success</b> objectives include CNM serving as a voice for larger issues that impact students and communicating about available resources: e.g. food pantry on campus, orientation events, ways for students to engage, etc.</li> <li>• <b>Organizational Excellence and Innovation</b> objectives include professors who are important supports for students who struggle. Offering more institutional-level supports so students don't have to ask could increase equity.</li> <li>• "Objectives align clearly with themes."</li> </ul>
06/24/19 CNM South Valley Campus "Graduation and Retention"	<ul style="list-style-type: none"> <li>• <b>Student Success</b> objectives align with the themes as CNM leads the nation in graduation of Native American and Hispanic students.</li> <li>• <b>Community Success</b> objectives align with themes; however, communicating effectively about the range of work and efforts at CNM can be challenging.</li> <li>• "You don't have to go far to intersect with CNM."</li> <li>• <b>Organizational Excellence and Innovation</b> objectives could be more explicit about innovation, risk-taking and willingness to try and accept failure. Organizational infrastructure can be a barrier to innovation.</li> <li>• "CNM can't do it all."</li> </ul>

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## Input: What other advice do you have for CNM regarding how to align with the theme?

Date Session Location "Theme"	Comments
06/04/16 CNM Westside Campus "Safety"	<ul style="list-style-type: none"> <li>• Mention "safe" and "secure/security" throughout the definitions and objectives.</li> <li>• Incorporate security in technology and technology in security.</li> <li>• Create online resources for students and parents regarding who to contact, what to do, what you should be looking for to stay safe.</li> <li>• Use proactive and preventative approaches.</li> </ul>
06/06/16 CNM Main Campus "Partnerships and Communication"	<ul style="list-style-type: none"> <li>• CNM provides skills to people to get jobs and support community needs. The current work environment highlights the importance of continuous learning, professional development and "up-skilling" to respond to the changing workforce. Meaningful ways CNM addresses this need include developing boot camps and accelerated learning through Ingenuity.</li> <li>• Advisory Committees feed into partnerships and communication. There is an opportunity for more business involvement in advisory groups.</li> </ul>
06/13/19 CNM Montoya Campus "Equity and Customer Care"	<ul style="list-style-type: none"> <li>• It's important to evaluate and monitor the success and impact of this plan and its intentions by focusing on outcomes, not just outputs. Evaluation ideas included: following up with students after they leave CNM; following up with employers about CNM students; analyzing the community partners participating in this process and advisory committees who can support this work.</li> <li>• Communication to younger groups could include phone apps, podcasts and email.</li> </ul>
06/24/19 CNM South Valley Campus "Graduation and Retention"	<ul style="list-style-type: none"> <li>• Retention may be affected by those who "stop out" due to life circumstances (e.g. food insecurity). People need help getting needs met (transportation, childcare, funding) in order to pursue education, even though CNM is accessible comparatively from a cost perspective.</li> <li>• Communicating effectively with students is the key to retention. Focus on students' return on investment (ROI) and ability to earn a living wage. Survey students regularly so they can provide real-time feedback and possible solutions to "stopping out."</li> <li>• Partnerships is a key theme that expands CNM's capacity with employers, nonprofits, public sector and others.</li> </ul>

## Open Comments and Questions

Date Session Location "Theme"	Comments
06/04/16 CNM Westside Campus "Safety"	<ul style="list-style-type: none"> <li>• Measure the awareness of students about how to stay safe.</li> <li>• Q: CNM reaches out to potential students who may have criminal backgrounds – what's the result of that outreach?</li> <li>• Q: Is there a safety plan? A: Yes – there's a campus security plan, which could be part of orientation.</li> <li>• Q: Does CNM plan to follow a particular plan for physical design? A: Some capital funds will develop sight and safety and campus security.</li> <li>• Q: Does CNM share infrastructure with law enforcement (building plans, map of campus, etc.)? How do we utilize technology to identify location and assist immediate response?</li> <li>• Q: Does CNM have a blue light system? A: We did and then removed them due to lack of use and cost of maintenance.</li> </ul>
06/06/16 CNM Main Campus "Partnerships and Communication"	<ul style="list-style-type: none"> <li>• Q: What are the measurements? A: Key Performance Indicators (KPIs) and Continuous Quality Improvements (CQIs); KPIs are available on CNM's website.</li> <li>• Q: How do you speak to multi-generational/multi-lingual audience? A: Through various avenues of communication (social media, print media, billboards, word of mouth, etc.)</li> <li>• Q: How do we continue to celebrate our successes? A: See above – various communications.</li> </ul>
06/13/19 CNM Montoya Campus "Equity and Customer Care"	<ul style="list-style-type: none"> <li>• Q: How do we determine success for students beyond grades, creativity, innovation, working with others, etc.? A: "As a service learning partner of CNM, I see CNM already doing this kind of education." "Industry cares less about IQ and more about EQ (emotional intelligence) and self-awareness."</li> </ul>
06/24/19 CNM South Valley Campus "Graduation and Retention"	<ul style="list-style-type: none"> <li>• Q: How will CNM measure these objectives? A. KPIs and CQIs</li> <li>• Q: What does "exceptional student experience" mean?</li> <li>• Q: What is the data for retention? What's the goal?</li> <li>• Q: Is there helpful information coming out of student surveys to inform this?</li> <li>• Q. How does CNM "meet the workforce needs?" A. There are many partnerships with employers (example: film industry).</li> <li>• Q: How does CNM tell its story? A: Communication methods depend on audiences – social media, print media word of mouth.</li> </ul>

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## Demographics of Participants

<u>Age</u>	<u>Gender</u>	<u>Ethnicity</u>
17 or younger 18 to 21 22 to 30 (2) 31 to 40 (5) 41 to 50 (4) 51 to 60 (14) 61 to 70 (3) 71 or older (1)	Female (15) Male (14) Non-binary	Asian Black/African American Hispanic/Latino (11) Native American Pacific Islander White (15) Mixed Race (3)
<b><u>I am a (check all that apply):</u></b>		<b><u>Level of Awareness</u></b>
Student Professional (23) Retiree (2) Board member (2)		Somewhat NOT informed (4) Moderately informed (13) Well informed (12)

### Evaluation

<b>Question</b>	<b>Yes</b>	<b>No</b>
Was this a good use of your time?	27 (100%)	

<b>Question</b>	1 Disengaged	2	3 Somewhat engaged	4	5 Very engaged
What was your level of engagement today?			3 (11%)	14 (52%)	10 (37%)

### **What did you learn about CNM?**

- Internship and partnership concerns.
- More about partnerships and how they might be improved.
- Focus on the continuation to enhance the vision, mission and core values for the organization; in an effort to provide a quality product and service to its audience in an effort to improve their quality for life short-term and long-term.
- The continuing process of trying to improve meeting the community needs and those of individuals. There are many ways to meet needs and develop programs. Keep up the good work.
- We have some great folks championing CNM, and I am so proud and excited to be a part of this project/process. Thanks for inviting me!
- It is very interesting to learn the workings of what drives some of the strategies at CNM and how that ties into our partnership. Also, the general outlook of CNM regarding community partnerships across the whole college.
- It was good to see the focus CNM is placing on the strategic planning and the variety of stakeholders they have and are bringing together to gain insight and input.
- CNM is always looking for ways to improve and grow, always with the students and community in mind. Yet, it is always ensuring that its values and direction are grounded.
- How to access strategic objectives and key performance indicators.
- That CNM is super awesome!
- They are holding Strategic Plan Forums.
- Impressions of CNM from community members.
- Lots more going on than I first thought! I appreciate the depth of thought and the willingness to listen to feedback. A lot more resources are available to students than I knew about, and I'm now excited to see them develop more!
- Newsletter is being deployed – great!

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- I was not aware of strategic plan elements and trajectory.
- I appreciate the importance CNM is placing on safety and security. The forum today demonstrated their commitment to these initiatives and their strategic development.
- CNM continuously thinks forward and student safety is a priority. I appreciate the engagement that CNM has with the community and seeks feedback for improvements.
- Hopefully, improvements in process will continue to drive CNM to new heights.
- It was good to learn more about the overall goals for the future. \* Some specific examples of how CNM is partnering with other entities on innovative programs.
- I was very impressed with the number of programs CNM offers.
- It is good to know CNM is considering safety/security and continues to analyze the campus to address the concerns of students and faculty.
- New mission/vision and goals. Insight into current safety plan.
- They are disciplined in their attack on planning for the future.
- Strategic Plan = six focus areas.
- Retention numbers are based on full-time students.
- More need for social service partnerships.
- CNM is recognizing and creating strategy to address the needs of their students and communities. I believe community engagement and partnerships are critical to recruit students and ownership of self-progress and linked to community improvement will strengthen identity and therefore retention. It would be beneficial to have as many opportunities as possible to engage students and graduates so they can contribute.
- Locations may offer specific education opportunities.
- Blue-collar classes locations challenging due to building limitations/space.
- Flexibility to create classes to fit new companies.

## Appendix: Strategic Plan Process Briefing Slide Deck Template



# What is a strategic plan?

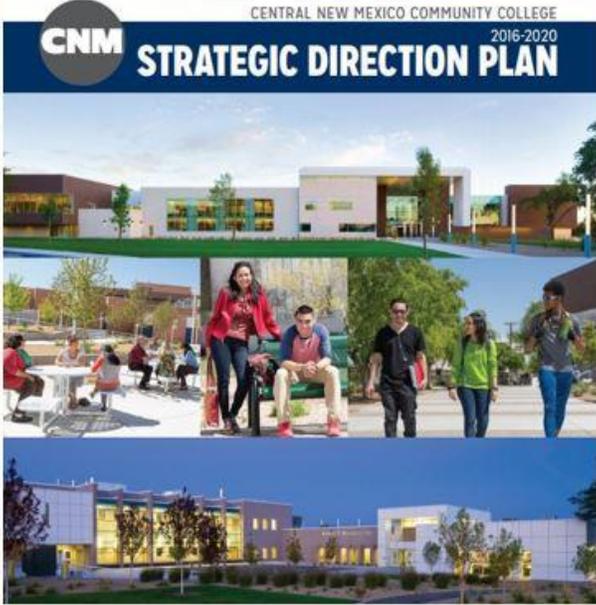
A strategic plan is a document used to communicate the organizations goals and the actions needed to achieve those goals.

The strategic plan is used to make decisions on allocating resources.

CNM's strategic plan establishes the direction of the college for the next five years.



1


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## Foundation for CNM's Strategic Plan

Vision: "Changing Lives, Building Community"

Mission: "Be a leader in education and training"

Values: Be Caring, Be Ethical, Be Inspiring, Be Connected, Be Exceptional, and Be Courageous



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## Themes

- Safety
- Graduation and Retention
- Communication
- Equity
- Partnerships
- Customer Service



4



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**Next Steps**

**Strategic Planning Final Phase**

- Forums continue through June
- Strategic Direction Oversight Committee and Governing Board Planning Committee will review feedback
- Develop accountability measures
- Implementation plan

Final draft to full Governing Board September 10

Contact Kristen if you have further comments or suggestions  
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