

STRATEGIC PLAN

2025–2030

Claim Our Space

Executive Summary

Colorado College's five-year plan, *Claim Our Space*, charts a bold course toward academic distinction, operational sustainability, and societal impact. Anchored in four strategic priorities, the plan positions the College to emerge as a more adaptive and academically vibrant liberal arts institution with national relevance.

STRATEGIC PRIORITIES



Priority 1: Institutional Strength

Operational Efficiency •

Financial Sustainability • People & Culture

- Implement data governance and modernize core systems to improve transparency, data-informed decision-making, and cross-campus communication.
- Reduce risk and strengthen compliance through policy review, training, and regular risk assessments.
- Operationalize strategic resource allocations aligned with mission-driven priorities.
- Stabilize enrollment, progressively increase fundraising, and optimize auxiliary operations to ensure long-term financial viability.
- Advance equity and belonging through inclusive policies, employee development, and by addressing compensation gaps.
- Launch the institutional health and well-being strategic plan to bolster systemwide supports.



Priority 2: Reclaiming the Liberal Arts

Faculty Development & Scholarship •

Academic Experience

- Invest in pedagogical, curricular, and research innovations.
- Strengthen faculty onboarding, mentoring, and leadership development to ensure faculty thrive.
- Expand immersive and experiential learning opportunities alongside health and well-being programming to promote holistic student development.
- Modernize and expand science facilities to support teaching, research, and transdisciplinary collaboration.
- Create new faculty pathways to enhance career flexibility and faculty excellence.
- Enliven and strengthen a connected faculty community—across generations, career stages, and disciplines—to foster belonging and deepen relationships.



Priority 3: Deepening Engagement

Brand & Visibility • Community Engagement

- Operationalize and sustain a revitalized brand platform to expand geographic reach and clarify the College's value proposition.
- Increase alumni engagement through strategic communications, career resources, and volunteer opportunities.
- Expand alumni social engagement opportunities, affinity groups, and academic engagement opportunities to cultivate connections among CC graduates.
- Strengthen community partnerships and increase visibility of campus initiatives to foster civic engagement and institutional pride.
- Position the Fine Arts Center as a regional catalyst for cultural engagement, lifelong learning, and interdisciplinary collaboration to broaden impact across local, state, and regional audiences.
- Strengthen regional brand awareness and recruitment in the Four Corners region and allocate resources to increase enrollment from the Midwest and Southeast regions.



Priority 4: Excellence in Outcomes

Championship Culture • Student Success

- Expand career readiness programming and strengthen relationships with graduate schools to ensure post-graduate success.
- Advance championship-level performance in athletics through expanded support resources and benefit enhancement.
- Foster an environment where student-athletes regularly achieve conference academic recognition.
- Invest in integrated student support systems to foster sense of belonging and to increase graduation and retention rates.
- Complete cognitive skills outcomes assessment in the Colket Center for Academic Excellence to improve first-year student transition and academic preparedness.
- Adopt and integrate technology that provides data analytics to track student performance and elevate academic support services.

To learn more about Colorado College's plan to Claim Our Space, visit:
coloradocollege.edu/futurefocused

Presidential Priority Plan

Overview

Claiming our space in higher education has never been more urgent or more possible. Assessments to date have given us a clear-eyed picture of our strengths and affirmed that we've identified the correct priorities. Year two is about execution. We enter 2026-2027 with a shared direction, a strategic framework, and the relationships to move with both speed and care. The work now is to translate that alignment into measurable progress on the challenges that matter most.

Strategic Themes

- **Institutional Strength:** Position Colorado College for long-term operational and financial sustainability.
- **Reclaiming the Liberal Arts:** Champion the relevance and power of an immersive CC education.
- **Deepening Engagement:** Expand brand visibility, alumni connection, and community partnerships to grow our reach and reputation.
- **Excellence in Outcomes:** Ensure every student graduates prepared for post-graduate success through integrated support and career readiness.

Topline Priorities

- **Enrollment recovery and yield conversion:** Reverse the yield decline, rebuild conversion, and utilize data-informed financial aid modeling.
- **Budget stabilization and revenue diversification:** Ensure a balanced budget aligned with enrollment targets. Refine auxiliary revenue streams and improve financial reporting visibility.
- **Change management and organizational readiness:** Build the governance, data, and coordination foundation that will serve as the prerequisite for executing other priorities. Clarify decision rights, strengthen shared governance, and integrate core systems.

Success Measures

- Generating engagement data ahead of decision deadlines; redesigned admitted student engagement.
- Yield rate and Colorado-student conversion trending upward relative to the prior cycle.

- Updated five-year financial model; data reconciled across platforms and standardized reporting templates.
- Decreased expenditures; auxiliary and Advancement revenue growing as a share of total revenue.
- Decision rights clarified; core system integration milestones met on schedule.
- Shared governance framework publicized; organizational structure realigned to support long-term priorities and the student experience.

Key Challenges

- **Enrollment and yield:** First-year yield has fallen to 25%, down from a historical range of 42-44%. Rebuilding yield requires integrated recruitment, aid modeling, and admitted-student engagement infrastructure at a scale we are still building.
- **Financial concentration and visibility:** Revenue remains more concentrated in tuition and endowment distributions than at peer institutions, creating structural vulnerability. Fixed expenses continue to rise, and current financial reporting does not yet support the activity-level management decisions needed to get ahead of those trends.
- **Organizational readiness to execute:** Governance gaps, fragmented data ownership, and decentralized decision-making are limiting execution across all four strategic priorities. Staff are functioning as connective tissue between systems that should communicate automatically, and unclear decision rights slow progress even when direction is aligned.
- **Sustaining trust and momentum through change:** Sustaining trust while managing structural change in enrollment, financial operations, and organizational design requires consistent communication and a clear account of how near-term disruption serves the long-term goals the community helped build.

Approach & Resources

Presidential priorities are determined by translating the vision of *Claim Our Space* into concrete objectives and tactics that are best performed by the President. These priorities are not static: as the College achieves its goals, they evolve in turn, shaped by ongoing engagement with alumni, faculty, staff, students, and parents so that what comes next continues to reflect the voice of the full community. This work is bolstered by the efforts of every division across the College, whose strategic plans build upon the same institutional foundation.

- Advancement
- Athletics
- Communications & Marketing
- Dean of the Faculty
- Enrollment
- Finance & Administration
- Information Technology Services
- Institutional Equity & Belonging
- Operations & Student Success
- Student Life

Institutional Goal Alignment

Presidential priorities and divisional strategic plans are anchored in *Claim Our Space*, the institution's five-year strategic plan that articulates four priority areas: Institutional Strength, Reclaiming the Liberal Arts, Deepening Engagement, and Excellence in Outcomes. This shared point of origin ensures that divisional goals, resource allocation, and the President's priorities are never developed in isolation but instead integrate into one unified framework. The result is cohesive progress and accountability.

Priorities	Themes	Code
Institutional Strength 🛡️	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3
Reclaiming the Liberal Arts 📖	Faculty Development & Scholarship	2.1
	Academic Experience	2.2
Deepening Engagement 🏛️	Brand and Visibility	3.1
	Community Engagement	3.2

Advancement Strategic & Operational Plan

Overview

Strategic Themes

- Deepening Engagement
- Inspiring Philanthropic Investment
- Strengthening Core Infrastructure

Topline Priorities

- Continue focused fundraising for the Science & Innovation Hub coupled with sharpened focus on additional key priorities: academic enrichment, career preparation, CC affordability, Athletics, Fine Arts Center, and Annual Giving.
- Grow alumni engagement building on the strategy begun in 2024-25, which draws from the findings of the 2024 alumni survey. Launch six regional alumni chapters.
- Continue to identify and address root-level barriers to alumni giving and reverse decline in donors.
- Evolve operational infrastructure to improve access to data, enhance efficiency, and better support data-informed strategy and execution.
- Build foundation for a scalable and sustainable model for enhanced donor stewardship.

Success Measures

- \$25M in new commitments (gifts, pledges, and documented estate commitments)
- Continued progress on Science & Innovation Hub, announcing goal during AY2026-27
- Increase alumni donors by 10%
- Increase engaged alumni by 10% (event attendees + volunteers + donors)

Key Challenges

- **Philanthropic landscape:** While the total *amount* of charitable giving from individuals has risen over many decades in the United States, fewer people are giving now than in the past. Related to this, shifts in donor priorities, changing attitudes toward philanthropic giving, and declines in alumni sentiment highlight the need to tackle disconnection, strengthen belonging, and build trust. Additionally, donors are increasingly seeking transparency and measurable impact. We must foster authentic relationships, maintain relevance across the long arc from graduation through life, communicate impact, and create flexible ways for donors to engage.

- **Decreasing public trust and perception of higher education:** A loss of public confidence in higher education and the national critique of the increasing cost of tuition present a challenge for CC and its peers, requiring clear focus on CC's value and differentiators.
- **Economic conditions:** Economic uncertainty may cause individuals and organizations to reassess philanthropic priorities or timing of giving. The 2025 *Giving USA Report* reveals that inflation and economic uncertainty continue to pressure everyday donors.
- **Legislation and elections:** The One Big Beautiful Bill Act includes tax policy changes which studies project may negatively impact the amount of charitable giving by individuals while potentially increasing the numbers of people giving. Additionally, in election years, political campaigns compete for donor attention and funds. This must be countered with faithful execution of a smart annual giving solicitation plan and schedule.

Approach & Resources

The foundational themes of the Advancement strategic and operational plan—Deepening Engagement, Inspiring Philanthropic Investment, and Strengthening Core Infrastructure—span the departments of our division with our work interconnected and dependent upon one another. Our plan intersects with divisions across campus including the Office of Communications & Marketing, the Division of Athletics, the Office of Admission, and the Office of Information Technology. Numerous other partnerships and the support of offices and individual faculty and staff members across campus make what we do possible.

Our work is also supported through the leadership of the Alumni Association Council, the newly formed Advancement & Engagement Committee of the Board of Trustees, and through the counsel and input of the Faculty Advancement Advisory Committee. We remain grateful for the contributions of time, skill, and perspective given in support of Advancement efforts.

Each department within the division of Advancement contributed to this plan, which is informed by the results of our 2024 alumni survey, the 2026 science initiative fundraising study, and ongoing connection with peer schools and industry scholarship.

Institutional Goal Alignment

Each division plays a unique and vital role in shaping Colorado College's future. As an enhancement to our strategic planning process, divisional goals are now aligned with the College's institutional priorities to facilitate collaboration across the campus, ensure a shared trajectory, and reinforce our continued commitment to advancing the College together.

The chart below illustrates how Advancement's goals connect to CC's broader priorities and thematic areas of focus. Throughout this document, you will find references to the numbers noted, which indicate how the divisional goal corresponds to an institutional priority.

Priorities	Themes	Code
Institutional Strength 	Operational Efficiency	1.1
	Financial Sustainability	1.2
Deepening Engagement 	Brand and Visibility	3.1
	Community Engagement	3.2

Athletics Strategic & Operational Plan

Overview

Strategic Themes

- Student-Athlete Success & Competitive Excellence: Championship Culture
- Operational Excellence & Organizational Effectiveness
- Brand Visibility & Community Engagement
- Revenue Generation & Financial Sustainability
- Innovation & Planning for an Evolving Landscape

Topline Priorities

- **Championship Culture:** To deliver an exceptional and transformational student-athlete experience through the Tiger Commitment. Striving for excellence on the field and in the classroom is a critical part of this experience.
- **Revenue Generation:** Use the platform of athletics and the stakeholders we impact and engage with to maximize revenue opportunities.
- **Enrollment Support:** Collaborate with admissions and financial aid to support the strategies and goals to strengthen overall recruitment and retention.
- **Campus Collaboration:** Develop the Tiger Commitment through intentional collaboration and process development with on-campus partners.
- **Visibility & Brand Awareness:** Strengthen the Colorado College Athletics brand while supporting community engagement.
- **Evolving NCAA Athletics Landscape:** Prepare Colorado College Athletics for the unprecedented ongoing change within college athletics.

Success Measures

- Student-athlete satisfaction and engagement.
- Academic and competitive success.
- Operational efficiency and process improvements.
- Growth in attendance, digital engagement, and community participation.
- Achievement of annual revenue targets.
- Successful implementation of NCAA, conference, and institutional initiatives.

Key Challenges

- **Evolving Landscape:** Rapid changes within the NCAA and higher education landscape. Meeting increasing expectations for student-athlete services and resources.
- **Financial Planning:** Balancing financial sustainability with exceptional student-athlete support.
- **Talent:** Potential directly impacts the ability to compete. Recruitment and retention of talent to include students and staff.
- **Visibility:** Continuing to strengthen the Colorado College Athletics brand and build on momentum.
- **Leadership:** Leading through change and disruption to support long-term strength and stability.

Approach & Resources

Colorado College Athletics will leverage collaboration, innovation, and shared accountability to accomplish these strategic priorities. Existing governance structures, including Senior Staff, Operational Governance, Athletic Board, Divisional Meetings, and campus partnerships, will serve as the foundation for planning, implementation, and assessment.

Success will require continued collaboration with key internal and external partners, with particular focus on aligned enrollment goals, meeting revenue generation expectations, working collaboratively with student-facing offices who help us support our student-athletes and engaging community for visibility and event opportunities.

Institutional Goal Alignment

This Strategic & Operational Plan directly supports Colorado College's institutional priorities by strengthening operational effectiveness, promoting student success, enhancing institutional visibility, cultivating meaningful community partnerships, and ensuring long-term sustainability.

Priorities	Themes	Code
Institutional Strength 🛡️	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3
Deepening Engagement 🗣️	Brand and Visibility	3.1
	Community Engagement	3.2
Excellence in Outcomes 🏆	Championship Culture	4.1
	Student Success	4.2

Communications & Marketing Strategic Plan

Overview

The Office of Communications and Marketing (OCM) at Colorado College is focused on elevating the institution's reputation, fostering meaningful relationships, and driving revenue-generation to support its mission. This strategic plan outlines our work as a purpose-driven, strategic entity that aligns efforts across campus to amplify CC's story of impact, streamline messaging, and create external opportunities for the College and its constituencies. By uniting around shared goals and priorities, we aim to position Colorado College for further success and increased visibility as it embarks on its next chapter in an ever-evolving marketplace.

Strategic Themes

- **Change from the Inside Out:** Develop institutional communications and marketing capacity needed to bring about reputational change.
- **Campus Clarity & Synergy:** Build campus-wide understanding of institutional evolution, priorities, strategic direction, and individual contributions through clear, consistent, and aligned communication.
- **College (Brand) Visibility & Positioning:** Proactively position the College's story, strengths, and points of distinction to increase awareness, strengthen reputation, and elevate Colorado College's profile in key markets.
- **Audience Affinity, Engagement, & Action:** Build trust and deepen connections with key audiences in ways that support enrollment, philanthropy, student success, advocacy, and community support.

Topline Priorities

- Campus Clarity (Internal)
- External Awareness (Reputation)
- Constituent Affinity (Relationships)
- Constituent Action (Revenue)

Success Measures (Ongoing)

- Increases in:
 - Institutional visibility and recency ("Have you seen or heard about...?")
 - Recognition, recall, and resonance of CC's value propositions, priorities, impact, and key messages
 - "Front-door" visibility and awareness of the College, Fine Arts Center (FAC), Athletics, and the President
- Positive trends in:
 - External perception, sentiment, and tonality
 - Competitive standing and differentiation
- Increases in:
 - Net Promoter Scores across key constituencies
 - Requests for expertise, speaking opportunities, and earned media coverage.
- Contributions to stable or positive trends in:
 - Content engagement and audience amplification
 - Prospective student and donor top-of-funnel engagement
 - Contact data quality and usability.
 - Ticket sales and branded merchandise sales
 - Participation in events and brand experiences

Key Challenges

- **Value of a liberal arts education and the perception of higher education:** Declining public trust in higher education and the liberal arts, as well as external pressures on the industry, present a challenge for CC and its peers, requiring a dual effort to communicate both the value of a liberal arts education and the unique benefits of Colorado College.

- **Increased market competition (industry) and saturation (general) paired with limited CC market presence:** CC faces intense competition in a saturated market, with larger public universities benefiting from years of brand investment. Coupled with a projected 15% decline in high school graduates, increased competition will require consistent, long-term storytelling to strengthen our market presence, paired with increased short-term strategic marketing to attract and retain prospective students.
- **Demonstrating ROI and outcomes:** Students and parents increasingly demand information about post-graduate outcomes and how the College will help prepare them for career and life after college. The College will need to collect and present streamlined data on outcomes; strengthen the many practices across the curriculum, academic programming, and student success efforts that support career readiness and preparation; and communicate this effectively to external audiences.

Approach & Resources

To uplift CC's story and begin establishing it as a beacon for success, OCM will leverage collaborative input from both internal and external partners, insights from data and industry best practices, and the collective expertise of our CC community to integrate efforts, maximize resources, and drive measurable outcomes. Below outlines our key contributors and collaborators.

- **Communication and marketing staff:** Build on the strengths of OCM staff while expanding capacity and skill sets where needed.
- **CC experts:** Establish collaborative relationships and shared processes with other key CC divisions to leverage expertise beyond the office as well as create momentum on shared goals and opportunities for College benefit.
- **External expertise:** Leverage external expertise to extend bandwidth (individual contributing vendors), contribute specialized skill sets and tools (agencies), and lend outside perspective and advocacy (advisory groups).
- **CC students, alumni, faculty, staff, and family insights:** Create opportunities for the CC community and internal audiences to contribute to the ongoing refinement and positioning of the CC brand and story by sharing their insights, experiences, and hopes for future CC impact.

Institutional Goal Alignment

Each division plays a unique and vital role in shaping Colorado College's future. As an enhancement to our strategic planning process, divisional goals are now aligned with the College's institutional priorities to facilitate collaboration across the campus, ensure a shared trajectory, and reinforce our continued commitment to advancing the College together.

The chart below illustrates how Communications and Marketing's goals connect to CC's broader priorities and thematic areas of focus. Throughout this document, you will find references to the noted numbers, which indicate that the divisional goal corresponds to an institutional priority as shared here.

Priorities	Themes	Code
Institutional Strength 	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3
Deepening Engagement 	Brand and Visibility	3.1
	Community Engagement	3.2

Dean of the Faculty Strategic Plan

Overview

Strategic Themes

- **Faculty Academic Excellence:** We will cultivate a faculty community distinguished by excellent teaching, impactful scholarship and creative work, and generous mentorship, supported by strategic hiring, professional growth, scholarship support, academic freedom, shared governance, academic leadership, and academic visibility aligned with CC's mission and resources.
- **Student Academic Journey to Excellence:** We will provide every student with a rigorous, coherent, and deeply engaged liberal arts education that develops intellectual independence, disciplinary and interdisciplinary understanding, and the capacity to act with purpose through curricular renewal, effective pedagogy, coordinated advising, evolving technologies, and high-impact learning that prepares students for life, work, and citizenship.
- **Learning and Impact Beyond the Campus:** We will extend CC's academic impact through academic scholarship, public scholarship, lifelong learning, educational partnerships, and pathways that connect students, alumni, and broader communities to the liberal arts.

Topline Priorities

- **Faculty excellence and professional growth:** Recruit, develop, and sustain an outstanding faculty community through hiring, strong onboarding and mentoring, career-long professional development, effective personnel processes, and sustainable approaches to faculty work.
- **Curricular renewal and academic stewardship:** Advance General Education renewal, implement the Generative Futures Mellon grant, and establish faculty-engaged processes for aligning academic programs, staffing, workload, and resources with student learning, disciplinary goals, CC's mission, and the evolving needs of the liberal arts.
- **Scholarship, creative work, and academic visibility:** Sustain impactful faculty and faculty-student collaborative scholarship and creative work through dedicated time, diversified external funding, strategic internal investment, appropriate research infrastructure, and responsible stewardship of CC's Research Colleges and Universities

Carnegie designation. Strengthen the visibility of faculty expertise, teaching, scholarship, and creative achievement.

- **Science & Innovation Hub and the future of science education:** Complete schematic design and academic continuity planning for an interdisciplinary science environment that advances intensive teaching, student discovery, generous mentorship, collaborative research, and the long-term vitality of science education at CC.
- **Student learning and assessment, advising, and accreditation:** Strengthen student learning, coordinated advising, and assessment as CC prepares for HLC reaccreditation in November 2027. Strengthen the intensive, relational, and place-based learning that makes the Block Plan distinctive. Sustain equitable access to faculty-student research, field study, global learning, community-engaged learning, internships, creative work, and other high-impact experiences.
- **Shared governance and leadership:** Strengthen shared governance by clarifying the roles and responsibilities of faculty, department chairs, committees, operational groups, administrators, and staff. Complete the Academic Freedom Operational Group's work and translate it into practical guidance, policy, and campus conversation. Strengthen the preparation, support, and accountability of department chairs.

Success Measures

- Progress on faculty hiring, onboarding, mentoring, retention, chair development, and improvement of tenure-and-promotion processes.
- Completion of defined milestones for General Education renewal and implementation of the Generative Futures Mellon grant.
- Sustained faculty and faculty-student research and creative work, with renewed engagement in external grant seeking and broader internal and external visibility of academic achievements.
- Completion of schematic design and academic continuity (swing space) planning for the Science & Innovation Hub, with clear evidence that academic priorities guide scope and design decisions.
- Improved coordination and consistency in faculty and staff advising.
- Completion of defined milestones in HLC reaccreditation preparation.
- Sustained and equitable student participation in faculty-led research, field study, global learning, community-engaged learning, internships, and other high-impact experiences.
- Sustaining transfer and pre-college pathways and development of post-graduate graduate school pathways.
- Evolution in governance structures, strong preparation and support for department chairs, and completion of the Academic Freedom Operational Group's Phase 1 work.

Key Challenges

- **Resource constraints and competing priorities:** Advancing academic priorities while responding to enrollment pressures, budget alignments, and limited capacity for new recurring commitments.
- **Faculty and staff capacity:** Managing simultaneous work on General Education, the Mellon grant, HLC reaccreditation, personnel processes, governance, advising, the Science & Innovation Hub, and the examination of teaching and faculty duties without creating unsustainable workload or change fatigue.
- **Shared governance and implementation:** Providing meaningful opportunities for faculty engagement while maintaining clear charges, decision responsibilities, timelines, and progress toward implementation.
- **Coordinated institutional-review follow-through and implementation:** Translating recommendations into faculty-engaged changes that better align academic programs, talent, structures, and resources with CC's core mission. Sustaining effective collaboration and communication across all areas of the College as we implement changes across campus.
- **External uncertainty:** Responding to changes in federal policy, research funding, immigration, accreditation expectations, and compliance requirements that may affect faculty recruitment, scholarship, and academic programs.
- **Science & Innovation Hub complexity:** Coordinating schematic design, fundraising, cost and scope decisions, swing-space planning, equipment, and academic continuity while keeping the educational purpose central and maintaining momentum to hit key milestones on schedule.

Approach & Resources

We will advance this plan through faculty engagement and close attention to mission, capacity, and resources. Major initiatives will have clear ownership, milestones, communication, and assessment.

- **Shared governance and academic leadership:** Faculty committees, department chairs, operational groups, and administrators will contribute through defined roles, charges, decision pathways, and timelines.
- **Strategic sequencing and resource alignment:** We will distinguish immediate commitments from multiyear work and align operating budgets, endowments, grants, gifts, space, technology, and faculty and staff capacity with academic priorities.
- **Faculty-engaged institutional-review implementation:** Recommendations affecting academic programs, faculty work, advising, student learning, or resources will move through appropriate committees and departments.

- **Evidence and academic judgment:** Assessment, external reviews, accreditation evidence, curricular information, and financial analysis dashboarding will inform faculty judgment, disciplinary expertise, and attention to student learning.
- **Cross-divisional and external partnership and communication:** The division will coordinate closely with colleagues from partner divisions, and we will communicate decision rationales, close the loop after consultation, review progress regularly, identify obstacles early, and adjust implementation as conditions change.

Institutional Goal Alignment

The Dean of the Faculty's strategic plan advances all four priorities of *Claim Our Space*. Academic Affairs contributes to Institutional Strength through faculty talent, shared governance, responsible stewardship, and sustainable academic structures; to Reclaiming the Liberal Arts through faculty development, scholarship, curricular renewal, and the distinctive academic experience of the Block Plan; to Deepening Engagement through academic visibility, public scholarship, lifelong learning, and educational partnerships; and to Excellence in Outcomes through advising, high-impact learning, assessment, academic quality, and preparation for life, work, citizenship, and postgraduate study. The goals and tactics that follow include the applicable reference codes to make these connections explicit and support coordinated work across the College.

Priorities	Themes	Code
Institutional Strength 	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3
Reclaiming the Liberal Arts 	Faculty Development & Scholarship	2.1
	Academic Experience	2.2
Deepening Engagement 	Brand and Visibility	3.1
	Community Engagement	3.2
Excellence in Outcomes 	Championship Culture	4.1
	Student Success	4.2

Enrollment Strategic & Operational Plan

Overview

Strategic Themes

- Meet Enrollment and Net Revenue Goals.
- Strengthen Enrollment Operations to Face Future Challenges.

Topline Priorities

- Stabilize enrollment and meet enrollment and net revenue goals.
- Expand access to a Colorado College education and serve as an institutional leader in higher education.
- Enhance communications and visibility to support enrollment goals.
- Enhance data analytics and the use of technology.

Success Measures

- First-Year and Transfer Enrollment Count
- Net Tuition Revenue
- Yield Rate
- Implementation of key tactics

Key Challenges

- **Declining demographics:** The number of high school graduates is estimated to decline by a projected 15% in the next 15 years with regions in the upper Midwest and the Northeast declining the greatest. The number of white, non-Hispanic students will also see substantial declines.
- **Cost and affordability:** As the total cost of attendance of small, private, liberal arts colleges like Colorado College approach \$100,000 and family incomes continue to remain stagnant, many families will face challenges in affording the education that CC offers despite generous financial aid. In addition, even affluent families are becoming more cost sensitive.
- **Value of a liberal arts education and the perception of higher education:** In recent years, various surveys and media coverage have shown that the American

public's trust in the value of higher education and a liberal arts education has eroded.

- **Demonstrating ROI and outcomes:** Students and parents increasingly demand information about post-graduate outcomes and how the College will help prepare them for career and life after college. The College will need to collect and present streamlined data on outcomes; strengthen the many practices across the curriculum, academic programming, and student success efforts that support career readiness and preparation; and communicate this effectively to external audiences.
- **Visibility:** Colorado College needs to continue to invest in marketing the College and raising its visibility in higher education and the national landscape.
- **Government legislation and regulation:** Increasing government regulation will impact admission and financial aid policies, outreach and recruitment, and indirectly through other federal policy changes (e.g., the SCOTUS affirmative action ruling, immigration policies, international student policies, challenges to diversity and equity, and increasing demands for data reporting).

Approach & Resources

In recognition that our work is highly relational, the enrollment division continues to approach the work of outreach and recruitment in a highly personalized and “high touch” approach in engaging with prospective students, parents and family, school counselors, community-based organizations, and other influencers in secondary schools and higher education.

- The Enrollment Division employs industry best practices and data-informed decision making in the work of planning and executing the enrollment operations.
- The Enrollment Division conducts staff retreats at the end of the admissions cycle and before the start of the academic year to identify key operational challenges and to develop tactics and strategies for the upcoming cycle.
- In addition, several key areas within the division (such as financial aid, communications, visits/events) also conduct “mini retreats” to assess operational needs, address challenges, and develop plans for the upcoming cycle.

Institutional Goal Alignment

The chart below illustrates how the Enrollment Division's goals connect to CC's broader priorities.

Priorities	Themes	Code
Institutional Strength 	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3

Finance & Administration Strategic Plan

Overview

Strategic Themes

- Financial stewardship and ethical behavior
- Equitable resource allocation and business practices
- Risk awareness
- Exemplary leadership and customer service

Topline Priorities

- **Science Building:** Advance architectural work for the science buildings' construction and renovation, and partner on needs for fundraising efforts.
- **Best use and stewardship of current infrastructure:** Refresh the campus master plan by integrating findings from the Space Utilization Study, Energy Master Plan, Institutional Review, and Housing Development plan. Strengthen shared governance over space usage through the Space Utilization Operating Group to improve space efficiency and standardization across campus.
- **Policies for Resource Activation:** Promote transparency, integrity, and ethical behavior in the use of College resources by developing campus-wide policies and procedures — from spending and onboarding to contract management and asset stewardship — while strengthening internal controls and compliance.
- **Education around risk management:** Promote a culture of risk awareness and provide tools to identify, assess, and mitigate risks in all departments/divisions on campus. Create risk plans for the prioritized risk register and strengthen workforce compliance and safety through consistent policies and training.

Success Measures

- Advancement of the Science and Innovation Hub design
- Strengthened financial and operational infrastructure
- Reduced institutional risk exposure
- A more engaged workforce
- Growth of diversified revenue opportunities

Key Challenges

- **Staff turnover:** Finance & Administration needs to support the College with its workforce needs, as well as to fill key positions across the division to maintain momentum and ensure strategic alignment.
- **Culture of mistrust on campus:** The division needs to continue to build trust through transparency, shared governance and responsibility, and meaningful engagement.
- **Aging infrastructure:** The College's beautiful aging buildings need increasing resources to ensure that they can support us into the future.
- **Limited resources:** Our enterprise software is reaching end of life and does not support modern processes for financial and workforce management. A new ERP is needed to ensure we can support our limited staffing resources and meet future challenges.
- **Cost of doing business:** The cost of serving our students increases each year. As key stewards of our financial resources, the division is aware of, and tracking, inflationary pressures across the board.

Approach & Resources

To tackle these challenges and realize their vision, the Finance & Administration leadership meets regularly to track progress and ensure that resources are aligned with its goals and that there is cohesive progress and accountability.

- College Operational Groups, such as the ERM Operational Group
- Finance team
- Facilities team
- Human Resources team
- Children's Center team
- Mail Services team
- Title IX/Office of Civil Rights team
- Revenue Strategy team

Institutional Goal Alignment

Each division plays a unique and vital role in shaping Colorado College's future. As an enhancement to our strategic planning process, divisional goals are now aligned with the College's institutional priorities to facilitate collaboration across the campus, ensure a shared trajectory, and reinforce our continued commitment to advancing the College together.

The chart below illustrates how Finance & Administration's goals connect to CC's broader priorities and thematic areas of focus. Throughout this document, you will find references to the numbers noted, which indicate the divisional goal corresponds to an institutional priority as shared here.

Priorities	Themes	Code
Institutional Strength 	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3

Institutional Equity & Belonging Strategic Plan

Overview

Strategic Themes

Cultivating Community

- Strengthen belonging, connection, and shared responsibility across the campus community.
- Foster a healthy and engaged campus culture grounded in respectful relationships, dialogue, well-being, and care for one another.
- Support the recruitment, success, and retention of students, faculty, and staff through responsive practices, meaningful engagement, and strong community engagement.

Building Capacity (Development, Education, Growth)

- Develop the knowledge, skills, and confidence of community members to work, learn, and lead effectively across differences and perspectives.
- Invest in professional and personal growth through education, mentorship, coaching, and development opportunities.
- Cultivate a culture of learning and continuous growth that encourages curiosity, reflection, innovation, and learning from mistakes.

Designing Infrastructure (Policy, Procedures, Practices)

- Strengthen institutional policies, practices, and systems so they are clear, consistent, accessible, and responsive to community needs.
- Use data, assessment, and community feedback to identify opportunities for improvement and inform institutional decision-making.
- Embed access, participation, and continuous improvement into institutional structures so that programs, processes, and decision-making effectively serve the full campus community.

Topline Priorities

- Belonging, engagement and success for all students.
- Shared responsibility for strengthening belonging, access, and community across the college.
- Full engagement of students, staff, faculty, boards, and volunteers who support CC's mission and vision.

Success Measures

- Belonging (Sense of Belonging, Retention, Sense of Place)
- Equitable Student Success (Student Support, Academic Experience, Graduation Rate)
- Institutional Effectiveness (Assessment, Hiring, Access, College Resources, Systems and Operations)

Key Challenges

- **Evolving external environment:** Rapid changes in federal and state policy, regulation, and guidance create uncertainty for higher education and require the college to continually assess implications for compliance, access, community well-being, and institutional commitments.
- **Coordination and shared responsibility:** Siloed decision-making and operations, along with unclear ownership of key initiatives, metrics, and data, can limit institutional coordination and collective accountability.
- **Data, assessment, and continuous improvement:** Competing and rapidly changing priorities can make it difficult to sustain consistent attention to assessment, data-informed decision-making, transparency, and measurement of institutional progress.

Approach & Resources

To foster a strong sense of belonging and ensure access to opportunities and resources in a rapidly changing environment, CC must lead with clarity, consistency, and care. This work also requires a shared commitment to how we lead. The Institutional Equity & Belonging division has adopted leadership agreements that guide our decision-making, communication, and collaboration with one another and our campus partners. These commitments foster transparency, accountability, trust, and continuous learning and are available on the Institutional Equity & Belonging website.

We advance this work by:

- Creating opportunities for connection, dialogue, reflection, spiritual exploration, and community building across the College.
- Building relationships through listening, transparency, and clear communication, including helping community members understand available resources, institutional responsibilities, and the College's capacity to respond to emerging needs.
- Providing timely guidance in a changing environment while identifying and addressing gaps in policies, practices, and systems that may limit access or participation.

Institutional Goal Alignment

The 2026-27 IEB strategic priorities mark the fourth year of the five-year plan *Strategy for a More Just CC*. While the broader institutional goals remain, you will find evolving specificity in this year's tactics and goals that pertain to Institutional Equity & Belonging and the offices within.

In addition, we continue to align this plan with the Presidential priorities and institutional goals. Therefore, you will see a reference to the institutional goal alignment. These references ensure that divisional goals are aligned with the College's institutional priorities to facilitate collaboration across the campus, ensure a shared trajectory, and reinforce our continued commitment to advancing the College together. The chart below reflects the institutional priorities and themes represented in this plan. In each section, you will see a numerical reference next to each goal that aligns with the priority (1 or 2) and subsequent themes (1,2,3,4, etc.). For example, a reference will appear as (1.3) referring to the Institutional Strength priority and People and Culture theme.

Priorities	Themes	Code
Institutional Strength 	Operational Efficiency	1.1
	People & Culture	1.3
Reclaiming the Liberal Arts 	Faculty Development & Scholarship	2.1
Deepening Engagement 	Brand and Visibility	3.1
	Community Engagement	3.2
Excellence in Outcomes 	Student Success	4.2

Information Technology Strategic Plan

Overview

Strategic Themes

- **Digital Dexterity:** Build the capacity of faculty, staff, and OIT professionals to use technology, data, and emerging tools safely and effectively.
- **Service & Teamwork:** Create transparent, accountable, and collaborative service and project-delivery practices.
- **Innovation:** Use modern infrastructure, governance, data, analytics, AI, and application development to improve institutional capability.
- **Safety:** Protect institutional data, systems, and physical-digital assets through privacy-first and resilient security practices.
- **Access & Experience:** Provide accessible, reliable, and user-centered technology experiences that reduce barriers and support student success.

Topline Priorities

- **Operational efficiency, governance, and service accountability:** Strengthen decision-making, ownership, delivery discipline, and measurable service expectations.
- **Student-centered digital experience and academic enablement:** Reduce barriers and provide technology that supports teaching, learning, research, and student success.
- **Data quality and institutional intelligence:** Build trusted data foundations, analytics, Customer 360 views, and AI-enabled insight.
- **Cybersecurity, privacy, and resilience:** Protect information and operations while improving preparedness and recovery.
- **Sustainable modernization and financial stewardship:** Modernize infrastructure and applications in ways that are scalable, supportable, and aligned with institutional resources.

Success Measures

- Strategic initiatives are completed, transitioned to operations, or closed with approved documentation and clear ownership.
- Active projects have defined scope, ownership, milestones, health reporting, governance alignment, and risk escalation paths.
- Governance and service requests move through documented review workflows with accountable owners and measurable expectations.
- Priority infrastructure and enterprise-system modernization efforts meet defined milestones, transition requirements, and support expectations.
- Trusted institutional data advances through data-quality rules, the Golden Record framework, Snowflake, Customer 360 views, and institutional intelligence.
- Cybersecurity, accessibility, digital-literacy, outreach, and user-experience efforts demonstrate measurable risk reduction and stakeholder value.

Key Challenges

- **Decentralized technology and technical debt:** Distributed ownership, long-standing customizations, aging infrastructure, and fragmented applications can create duplication, inconsistent support, and slow modernization.
- **Capacity and organizational change:** Strategic priorities must be balanced with staffing capacity, operational responsibilities, budget scenarios, and evolving organizational structures.
- **Data quality and fragmented sources:** Inconsistent definitions, ownership, and source systems limit reliable reporting, analytics, and institutional intelligence.
- **Rapid technology and risk change:** AI, cybersecurity threats, regulatory expectations, and vendor changes require disciplined evaluation, governance, and change management.

Approach & Resources

OIT will execute this plan through an integrated model that connects institutional priorities, governance, portfolio management, project delivery, application development, operations, and campus engagement. Work will be sequenced according to strategic value, risk, available

capacity, and financial sustainability, with clear transitions from project work to ongoing service ownership.

- **Office of the VP and Project Management Office:** strategy, governance coordination, portfolio management, project delivery, communication, and executive reporting.
- **Frontline Solutions and Support:** service ownership, support experience, digital literacy, classroom and event technology, endpoint services, and physical-security systems.
- **Enterprise Information Solutions:** enterprise applications, integrations, data quality, Snowflake, institutional intelligence, application development, and ERP modernization.
- **Network and Security Support:** infrastructure, cloud services, networking, cybersecurity, identity and access, incident response, endpoint security, and resilience.

Institutional Goal Alignment

Each division plays a unique and vital role in shaping Colorado College's future. OIT goals are aligned with the College's institutional priorities to facilitate collaboration, ensure a shared trajectory, and reinforce our commitment to advancing the College together. The chart below identifies the institutional themes and reference codes used throughout this plan; each OIT goal includes the applicable codes.

Priorities	Themes	Code
Institutional Strength 🛡️	Operational Efficiency	1.1
	Financial Sustainability	1.2
	People & Culture	1.3
Reclaiming the Liberal Arts 📖	Faculty Development & Scholarship	2.1
	Academic Experience	2.2
Excellence in Outcomes 🏆	Student Success	4.2

Operations & Student Success Strategic Plan

Overview

Strategic Themes

- **College Operations:** Building on the foundational governance and coordination structures established in prior years, we will focus on strengthening institutional effectiveness through integrated planning, transparent decision-making, operational accountability, and cross-divisional collaboration. By aligning people, processes, data, and resources, we aim to create a more responsive, efficient, and sustainable operational environment that enables the college to achieve its strategic priorities.
- **Student Success:** Student Success at Colorado College brings together the Colket Center for Academic Excellence, College Transition Programs, the Advising Hub, Digital Student Experience, and Accessibility Resources in a shared commitment to helping every student thrive in their journey to, through, and beyond CC. In partnership with faculty and staff across the institution, we seek to strengthen the systems, relationships, and infrastructures that support students throughout their time at CC and connect their liberal arts experience to meaningful opportunities beyond graduation.
- **Experiential and Applied Learning:** Experiential Education at Colorado College will deepen its role as a catalyst for student learning, engagement, and post-graduate success. Through strengthened partnerships among the Career Center, Community Engagement, Global Education, Sustainability, faculty, alumni, and external organizations, we will expand equitable access to high-impact experiences that connect liberal arts learning with practical application, reflection, civic responsibility, and career readiness.

Topline Priorities

- Strengthen institutional effectiveness through coordinated operations.
- Improve the systems and support structures that drive student retention, graduation, and post-graduate success.
- Expand and elevate experiential education as a defining feature of the Colorado College Experience.

Success Measures

- Operational governance groups complete annual goals, consistently provide summaries for CC community, and annual reports.

- Reduced duplication of efforts and improved coordination across operational units.
- Increased employee understanding of governance structures and decision-making pathways.
- Improved student retention and graduation rates.
- Increased number of students connected to post-graduate opportunities through institutional partnerships and pipelines.
- Percentage of students participating in at least one high-impact experiential learning opportunity.
- Percentage of students participating in two or more experiential learning opportunities.
- Implementation of coordinated communication and storytelling strategies.

Key Challenges

- Sustaining alignment and accountability across a decentralized institution.
- Balancing strategic priorities with limited organizational capacity and resources.
- Ensuring equitable participation in high-impact student experiences.
- Measuring, demonstrating, and communicating institutional impact.
- Access to integrated, actionable data to proactively monitor student progress and outcomes.
- Building sustained stakeholder buy-in for shared student success goals across the institution.

Institutional Goal Alignment

Each division plays a unique and vital role in shaping Colorado College's future. As an enhancement to our strategic planning process, divisional goals are now aligned with the College's institutional priorities to facilitate collaboration across the campus, ensure a shared trajectory, and reinforce our continued commitment to advancing the College together.

The chart below illustrates how the areas responsible for operations and student success connect to CC's broader priorities and thematic areas of focus. Throughout this document, you will find references to the noted numbers, which indicate that the divisional goal corresponds to an institutional priority as shared here.

Priorities	Themes	Code
Institutional Strength 🛡️	Operational Efficiency	1.1
Excellence in Outcomes 🏆	Student Success	4.2

Student Life Strategic & Operational Plan

Overview

Student Life's strategic themes, priorities, and goals align with CC's mission and vision as well as with research-based, effective practices in the field of Student Affairs and Higher Education. The Student Life Strategic Plan is intentionally designed to be data-driven, utilizing key performance indicators to measure progress and inform decision-making.

Strategic Themes

- Cultivating an Inclusive and Connected Community
- Supporting Student Wellbeing and Growth
- Enhancing Residential and Campus Life

Topline Priorities

- **Foster equity and belonging:** Develop programs that address systemic inequities, foster inclusivity, and build a welcoming environment where every student feels valued, and create community connections through campus traditions and programming.
- **Promote student health and wellbeing:** Expand access to comprehensive health and wellness resources by reducing barriers and strengthening strategic partnerships.
- **Support student personal growth and responsibility:** Build leadership and life skills, promote responsibility and community values, strengthen advising and mentoring, and advance student-centered policies that prioritize equity and success.
- **Create a transformational residential experience:** Expand residential programs that integrate academic, social, and personal development, while fostering inclusive living environments that promote equity, belonging, and wellbeing.

Success Measures

- Increase student engagement in co-curricular programs, leadership opportunities, student organizations, campus recreation, and other activities that foster connection and belonging.
- Improve student satisfaction with the residential experience and housing process, as measured through qualitative feedback and quantitative assessment data.
- Increase student utilization of and engagement with mental health and wellness programs and services.

- Complete the Housing Development Plan and establish implementation priorities, with action plans initiated beginning in Summer 2027.
- Increase collaboration across student-facing departments, resulting in more coordinated services and a seamless student experience.
- Demonstrate progress on departmental strategic plan goals and key performance indicators through mid-year and annual assessments.

Key Challenges

- **Health, safety, and wellbeing:** Expanding awareness, access, and usage of mental health resources, ensuring students know where and how to seek support, and strengthening campus-wide collaboration around health, safety, and wellbeing.
- **Federal and state regulations:** Navigating compliance with evolving state and federal regulations, which require ongoing training, coordination, and proactive planning to limit the liability to the institution and support students.
- **Addressing financial inequities:** Addressing financial inequities that affect students' abilities to fully participate in the CC experience. Meeting these needs requires not only providing direct resources and support, but also building sustainable systems, partnerships, and programs that reduce financial barriers and promote equity across campus.
- **Student engagement:** Sustaining vibrant student engagement that fosters a strong sense of belonging and inclusion. With shifting student interests, competing demands on time, and the need for more accessible and inclusive opportunities, it is essential to create meaningful programs, events, and leadership experiences that draw students into campus life.

Approach & Resources

The Student Life Strategic Plan was developed through a collaborative effort across the division to identify key themes, priorities, and goals. Each department contributes by crafting its own mission, purpose, objectives, tactics, and key performance indicators. The process utilizes Student Affairs standards of excellence, as well as area-specific benchmarks, ensuring each department's strategic plan is informed by research and scholarship in their field of expertise. Additionally, aligning with the institution's broader mission and vision, the plan also incorporates past and ongoing initiatives at CC. Working together with departments and programs across campus, we are able to have a significant positive impact on a student's experience and success at CC. Student Life department and programs:

- Arts and Crafts
- Campus Activities

- Campus Recreation
- Community Standards & Student Support
- Counseling Center
- Office of Parent and Family Relations
- Outdoor Education
- Residential Experience
- Sexual Assault Response and Support
- Student Health Center
- Wellness Resource Center

Institutional Goal Alignment

Each division plays a unique and vital role in shaping CC's future. As an enhancement to our strategic planning process, divisional goals are now aligned with the College's institutional priorities to facilitate collaboration across the campus, ensure a shared trajectory, and reinforce our continued commitment to advancing the College together.

The chart below illustrates how the Division of Student Life's priorities connect to CC's broader priorities and thematic areas of focus. While Student Life supports and collaborates with campus partners in the success of all priorities, Student Life's main focus is Institutional Strength (People & Culture), Reclaiming the Liberal Arts (Academic Experience), and Excellence in Outcomes (Student Success). Throughout this document, you will find references to the codes below, which indicate which divisional priorities align with which institutional priorities.

Priorities	Themes	Code
Institutional Strength 🛡️	People & Culture	1.3
Reclaiming the Liberal Arts 📖	Academic Experience	2.2
Excellence in Outcomes 🏆	Student Success	4.2