Continuing to “enrich the academic, technical, and cultural life of our diverse communities,” Trinidad State Junior College’s 2011-2016 Strategic Plan establishes a broad foundation for meeting the future needs of our students and community. By looking at our past 86 years of service, we have been able to lay the foundation for a strong future.

TSJC meets the educational needs of its students by providing quality educational programs. We will continue to do this by addressing the following strategic priorities:

- ensuring **student access** through affordability, flexibility in course delivery and scheduling, and exemplary student services
- encouraging **student success** by meeting students’ personal goals through personalized service and individualized advising
- exhibiting **operational excellence** through open communication with our stakeholders, ethical management of resources, accountability to our constituents, and a secure environment for our students and staff
- fostering **community engagement** by providing lifelong learning opportunities and training an educated workforce

To accomplish the above strategic priorities, we have established goals and expected outcomes with the input of the entire college community.

Thank you to all who contributed to this important process. Your efforts have resulted in a useful living document that will be periodically revised based upon ongoing research, assessment, and analysis.

**Felix Lopez, President**  
*Trinidad State Junior College*
MISSION STATEMENT
Trinidad State Junior College enriches the academic, technical, and cultural life of our diverse community. We are committed to offering traditional and alternative approaches to education, providing quality instruction, and promoting lifelong learning.

VISION STATEMENT
Trinidad State Junior College will continue to be an active partner in building and maintaining academic excellence and economic vitality in the region it serves.

GENERAL EDUCATION PHILOSOPHY STATEMENT
The College defines general education as courses that are balanced and broadly-based, which expose the student to the mainstreams of thought and interpretation in humanities, sciences and communications, mathematics, social studies and arts; and that develop the student’s understanding of the interrelationships among these fields of study. These courses must not be directly related to a student’s formal technical, vocational, or professional preparation.

Ultimately the College works toward the creation of an informed citizenry with the ability to think critically, communicate effectively, and solve problems, both qualitative and quantitative. The College strives to provide a general education that promotes tolerance, lifelong learning, and a devotion to free inquiry and free expression, to develop sensitivity to the needs of local and global community, and to contribute to society through civil habits of thought, speech, and responsible action.
Trinidad State Junior College, the oldest community college in Colorado, was established in 1925. TSJC’s two campuses service a diverse geographic region consisting of eight rural, Colorado counties. This service area covers approximately 14% of the land mass in Colorado, with about 1.5% of the state’s population.

90% of our students are Colorado residents
57% of our students are female
47% of our students are minorities
14% of our students live in College housing

Our most current graduation rate (based on 2007 cohort) is 46%
Our most current retention rate (Fall 2009 to Fall 2010) is 62%
Our most current remedial course completion rate is 76.5%
In response to recommendations from the Higher Learning Commission and in a continuing effort to advance the mission of the College, TSJC engages in a comprehensive planning process. The resulting Master Plans for education, technology, facilities, capital construction, and finance serve as key subordinate plans to the Strategic Plan. Preparation of these plans engaged personnel from virtually every area of the campus community in a five-year look into the future of the College.

This process was managed by the Strategic Planning Committee who sought college-wide input throughout the endeavor. A Strength, Weakness, Opportunity, and Threat analysis was conducted early in the development which led to deeper insights about our institution. These insights, in turn, enabled the committee to prioritize the College’s path for the future. The result is Trinidad State Junior College’s 2011-2016 Strategic Plan.

In the process of developing the Strategic Plan, the committee felt that the collective visions for TSJC’s future could be categorized into one of four distinct areas. These four areas, designated as Strategic Priorities, encompass all facets of the College. These priorities were designed to be fluid in order to meet the ever-evolving needs of the communities the College serves. The priorities are all equally important and are designed to work in concert with one another. Care was taken to insure that the Strategic Priorities are both synchronized and integrated.

**TSJC’s Strategic Priorities**

**STUDENT ACCESS**

Through the open enrollment policy and ongoing assessments within TSJC’s service areas, the College will continue to provide lifelong learning opportunities to the diverse, ever-evolving communities it serves.

**STUDENT SUCCESS**

Through continued excellence in teaching and learning, TSJC’s faculty and staff will continue to facilitate the educational, career, and personal goals of the learner.

**OPERATIONAL EXCELLENCE**

The College will continue to conduct its business in a responsible manner, prudently using its financial and human resources.

**COMMUNITY ENGAGEMENT**

TSJC will continue to anticipate, respond, and adapt to the evolving needs of its community.
**Strategic Priority 1:**

**STUDENT ACCESS** – Through the open enrollment policy and ongoing assessments within TSJC’s service areas, the College will continue to provide lifelong learning opportunities to the diverse, ever-evolving communities it serves.

**Goal 1.** Optimize the learning environment through expansion of alternative learning options as well as flexible scheduling.

**Expected Outcome:** Increase enrollment in TSJC Online courses by 10% per year for the next 5 years.

**Expected Outcome:** Increase enrollment in hybrid classes by 5% per year for the next 5 years.

**Expected Outcome:** Increase course offerings at non-traditional times by 5 per year.

**Goal 2.** Increase enrollment through development of new programs and partnerships.

**Expected Outcome:** Add a new athletic program by Fall 2012.

**Expected Outcome:** Increase concurrent enrollment opportunities in Career and Technical Education during FY 12/13.

**Expected Outcome:** Diversify our recruitment process by Fall of 2012 to identify new target populations, utilize online resources, and increase tracking capabilities.
**Goal 1.** Decrease the need for developmental education prior to matriculation at TSJC through improved collaboration with K-12.

**Expected Outcome:** Meet annually with superintendents of all school districts in our area to discuss strategies to increase the number of college-ready students.

**Goal 2.** Improve students’ progression rate from developmental to college level courses.

**Expected Outcome:** Initiate a case management system for developmental education students to increase persistence and retention by Fall 2013.

**Goal 3.** Improve retention and graduation rates.

**Expected Outcome:** By Fall 2012, institute a “Transfer Credit Back” program to give students, who were close to graduating before transferring to a four-year school, the opportunity to satisfy the necessary requirements for an associate degree from TSJC.

**Expected Outcome:** Increase retention rates by 2% per year.

**Expected Outcome:** Increase graduation rates by 2% per year.

**Goal 4.** Increase students’ ability to transfer to other colleges, both in and out of state.

**Expected Outcome:** Develop a plan to optimize our opportunities as a recognized Serviceman’s Opportunity College (SOC) and Military Friendly School and become a signaturatory to the Department of Defense Voluntary Education Partnership Memorandum, by Fall 2014.

**Goal 5.** Improve the Performance Review process.

**Expected Outcome:** Incorporate appropriate assessments into faculty and staff evaluations starting with FY 2013 annual reviews.

**Goal 6.** “Close the loop“ in assessment by encouraging instructors to improve their instructional methods based on their assessment results.

**Expected Outcome:** Increase opportunities for faculty and staff to come together to discuss assessment best practices, changes implemented, and results of those changes at gatherings such as the ALTITUDE conference.
Strategic Priority 3:

OPERATIONAL EXCELLENCE – The College will continue to conduct its business in a responsible manner, prudently using its financial and human resources.

**Goal 1.** Maximize the use of available technology for staff training and classroom instruction.

**Expected Outcome:** Increase the number of available options for training faculty and staff in the use of technological resources.

**Expected Outcome:** Show an increase in the number of faculty and staff utilizing technology in the classroom and workplace.

**Goal 2.** Expand and/or better utilize the available instructional space on both campuses.

**Expected Outcome:** Develop a space utilization plan by Fall of 2013.

**Goal 3.** Improve communication, internally and externally.

**Expected Outcome:** By Fall 2011, implement a “program update” component for monthly staff meetings in order to allow staff members to highlight their programs.

**Expected Outcome:** Increase the number of face-to-face meetings as well as utilize the TSJC portal for virtual information sharing.

**Expected Outcome:** In the Fall of 2011, implement a “Did You Know” marketing campaign for external constituents.

**Goal 4.** Upgrade the classrooms, as well as other facilities, in order to make them more current and attractive for our students.

**Expected Outcome:** Replace carpet on the Valley Campus in the Fall of 2011.

**Expected Outcome:** By the Spring of 2012, develop a plan to update the classroom environments, college-wide.
**Strategic Priority 4:**

**COMMUNITY ENGAGEMENT** – TSJC will continue to anticipate, respond, and adapt to the evolving needs of its community.

**Goal 1.** Publicize current and potential learning and training opportunities to the general public.

**Expected Outcome:** Increase the number of Customized Training courses by 2% per year.

**Expected Outcome:** Increase community education and/or continuing education courses by 2% per year.

**Goal 2.** Increase the use of social media.

**Expected Outcome:** Increase measureable activity (“hits”) on TSJC’s social media platforms by 10% annually for the next 5 years.

**Goal 3.** Stay abreast of the labor needs of our communities.

**Expected Outcome:** Hold a minimum of 2 program advisory committee meetings per year for each CTE program.

**Expected Outcome:** Support at least one career fair or similar event per semester.
Strategic Planning Committee

Debbie Ulibarri
Strategic Planning Coordinator, Dean of Arts & Sciences

Doug Bak
Director of Technology

Jim Brunelli
Faculty

Kathryn Carpenter
Faculty

Toni DeAngelis
Director, Educational Foundation

Kathy Decristino
Faculty

Michael Doyle
Vice President, Valley Campus

Kerry Gabrielson
Vice President of Student Services and Sponsored Programs

Lisa Garvin
Faculty

Donna Haddow
Administrative Assistant to the President

Deb Haverfield
Faculty/Division Chair

Judy Lee
Faculty/Division Chair

Felix Lopez
President

Annette Lujan
Institutional Research Coordinator

Yvette O’Brien
Faculty

Bonnie Ortega
Faculty/Division Chair

Robert Philbin
Assessment Coordinator, Math/Science faculty

Rolando Rael
Dean of Instruction

Genia Rasmussen
Faculty/Division Chair

Nancy Wilkinson
Director of Adult Education