

Strategic Priority I: Student Access		
Goal A: Promote College Readiness		
Objective 1. Engage prospective students	Activity a. Develop a new College website to enhance information sharing	Green
	Activity b. Design new rack cards for promotion of degree programs and certificates	Green
	Activity c. Communicate high school articulation agreements publicly	Green
	Activity d. Communicate college and university articulation agreements publicly	Green
	Activity e. Evaluate and improve switchboard operation	Red
	Activity f. Modify admissions letters and automate process	Green
	Activity g. Conduct micro-marketing campaign in four corners region	Red
	Activity h. Adopt enrollment management model for strategic communication	Yellow
	Activity i. Monitor and track recruiting positions for overall effectiveness	Green
Objective 2. Provide skill building opportunities	Activity a. Publish success rates for developmental courses internally	Yellow
	Activity b. Complete COSI CUE project and implement college-wide equity strategies	Yellow
	Activity c. Secure funding to support adult education programs	Green
	Activity d. Expand continuing education programs	Green
	Activity e. Develop NCCER training opportunities for secondary teachers and students	Red
Objective 3. Coordinate an institutional approach to admissions	Activity a. Participate in System-level redesign of admissions application	Green
	Activity b. Streamline the registration process for concurrent enrollment	Yellow
	Activity c. Streamline the billing process for concurrent enrollment	Green
	Activity d. Create online orientation opportunities	Yellow
	Activity e. Create virtual tour resources for both campuses	Yellow
	Activity f. Improve processes to accommodate early entry of housing information	Green
	Activity g. Explore a sustainable approach to expanded testing options	Green

Key to Acronyms:

COSI -- Colorado Opportunity Scholarship Initiative

CUE -- Center for Urban Education

NCCER -- National Center for Construction Education and Research

Strategic Priority I: Student Access (continued)		
Goal B: Intentional Enrollment Growth		
Objective 1. Leverage technology to expand learning	Activity a. Utilize technology to expand enrollment opportunities	Yellow
	Activity b. Provide technology training to faculty, staff and students	Yellow
	Activity c. Explore alternative approaches to learning management system training	Green
	Activity d. Promote utilization of electronic library resources for both campuses	Yellow
Objective 2. Target recruiting efforts in key areas	Activity a. Recruit STEM students by wider promotion of Robotics program	Green
	Activity b. Grow credit enrollments within the NRA Certified Training Center	Yellow
	Activity c. Support on-site course development in Walsenburg	Red
	Activity d. Support on-site course development in Del Norte	Red
	Activity e. Support on-site course development in Raton	Red
	Activity f. Establish an athletic training program	Red
	Activity g. Develop a natural resources program	Yellow
	Activity h. Develop a certificate in small engines	Yellow
	Activity i. Explore the feasibility of developing a Bachelor of Applied Science program	Yellow
	Activity j. Explore the feasibility of offering a curriculum to support Paraeducators	Yellow
	Activity k. Explore feasibility of offering an Automotive Collision Technology degree	Yellow
Objective 3. Offer programming and support through a variety of methods	Activity a. Promote Learn Local Scholarship	Green
	Activity b. Establish baselines and benchmarks by course modality (online, hybrid)	Yellow
	Activity c. Identify and assist undeclared students	Green
	Activity d. Develop and promote an evening rotation of courses	Red
	Activity e. Strategically develop schedule of summer offerings	Red
	Activity f. Develop consistent advising and communication processes	Yellow
	Activity g. Design a competency-based certificate in machining technology	Yellow
	Activity h. Strategically streamline offerings through Guided Pathways approach	Yellow
	Activity i. Explore expansion of institutional scholarships, where feasible	Red

Key to Acronyms:

NRA -- National Rifle Association

STEM -- Science, Technology, Engineering, and Math

Strategic Priority II: Student Success		
Goal A: Increase Student Engagement		
Objective 1. Encourage student leadership on both campuses	Activity a. Strengthen student life participation on both campuses	Green
	Activity b. Host a grand kick-off for the inaugural cross country season	Green
	Activity c. Promote student participation in College and community events	Yellow
	Activity d. Host Fourth Annual Student Leadership Awards in Valley	Green
	Activity e. Develop First Annual Student Leadership Awards in Trinidad	Green
	Activity f. Provide formalized academic recognition for student-athletes and teams	Green
	Activity g. Renovate student government spaces on both campuses	Green
	Activity h. Participate in national Nerd Nation (PTK honor society) convention	Green
Objective 2. Offer a diverse range of support and activities	Activity a. Establish an online literary magazine	Red
	Activity b. Identify resources to support student emergency funds	Green
	Activity c. Review and revise the advising model to reflect Guided Pathways	Yellow
	Activity d. Maintain evening hours in the library / success / learning centers	Green
	Activity e. Promote and support activities for veteran students	Green
	Activity f. Expand the support network for international students	Yellow

Key to Acronyms:

PTK -- Phi Theta Kappa

Strategic Priority II: Student Success (continued)		
Goal B: Increase Student Persistence		
Objective 1. Support persistent and predictable data reporting	Activity a. Create a withdrawal report for regular analysis	Yellow
	Activity b. Offer cross-training to improve student information accuracy	Yellow
	Activity c. Modify online report of enrollment trends	Yellow
	Activity d. Update and communicate institutional graduation rate	Green
	Activity e. Update and communicate institutional transfer rate	Green
	Activity f. Establish attainable benchmarks for FTE enrollment by discipline	Yellow
	Activity g. Analyze persistence data by race and ethnicity	Green
	Activity h. Participate in System implementation of EAB Navigate software	Green
	Activity i. Analyze the impact of Finish Line Scholarship Program	Yellow
Objective 2. Utilize assessment results	Activity a. Participate in System Data Governance initiative	Yellow
	Activity b. Integrate software tools to improve communication	Yellow
	Activity c. Implement a master schedule of course offerings	Yellow
	Activity d. Continue implementation of TracDat for Student Services departments	Yellow

Key to Acronyms:

EAB -- Educational Advisory Board

FTE -- Full Time Equivalent

TracDat – Assessment Tool

Strategic Priority III: Operational Excellence		
Goal A: Be a Strategic Organization		
Objective 1. Coordinate planning efforts and integrate plans	Activity a. Develop institutional strategic plan with internal and external participation	Yellow
	Activity b. Develop advisory committees for transfer programs	Red
	Activity c. Integrate feedback from advisory committees for CTE programs	Green
	Activity d. Improve program review process	Green
	Activity e. Launch formalized, inclusive enrollment management committee	Yellow
	Activity f. Develop and distribute an institutional enrollment management plan	Yellow
	Activity g. Consistently utilize institutional brand in print and electronic media	Green
	Activity h. Continue implementing short-term tactical plan for library modernization	Yellow
	Activity i. Develop tactical plan to support art, theatre, and music disciplines	Red
	Activity j. Implement institutional Emergency Operations Plan (EOP)	Green
	Activity k. Communicate the long-term vision for campus facilities	Yellow
Objective 2. Maintain physical infrastructure to support current and future programming	Activity l. Formalize the institutional information technology plan	Red
	Activity a. Accommodate housing needs of short-term, noncredit students	Yellow
	Activity b. Promote new bookstores	Green
	Activity c. Explore options to enhance athletic field usage and maintenance	Green
	Activity d. Study feasibility of indoor shooting range project	Red
	Activity e. Reconfigure space for welding programs	Yellow
	Activity f. Consider additional approaches to support custodial services in the Valley	Green
	Activity g. Review and modify list of needed capital development projects	Yellow
	Activity h. Review and prioritize annual list of maintenance projects	Yellow
Activity i. Explore feasibility of installing kitchen equipment for classroom use	Red	
Objective 3. Enhance professional development and training for employees	Activity a. Encourage and support Positive College initiative	Green
	Activity b. Provide training to support personnel transitions that occurred in FY16	Green
	Activity c. Provide mandatory compliance training through Workplace Answers	Green
	Activity d. Provide mandatory Campus Security Authority (CSA) training	Green
	Activity e. Participate in System training for Behavioral Intervention Teams (BIT)	Green
	Activity f. Participate in System training for Title IX coordination and investigation	Green
	Activity g. Offer emergency preparedness training to faculty, staff and students	Yellow
	Activity h. Provide Prior Learning Assessment information to faculty and advisors	Yellow
	Activity i. Conduct institution-wide lock out, lock down and fire drills	Yellow
	Activity j. Submit updated professional development plan to System Office	Green
	Activity k. Provide college-wide training for TracDat	Yellow

Key to Acronyms:

CTE -- Career and Technical Education

FY16 -- Fiscal Year 2015-2016

TracDat – Assessment Tool

Strategic Priority III: Operational Excellence (continued)		
Goal B: Demonstrate Institutional Rigor		
Objective 1. Establish and maintain a balanced budget	Activity a. Review open positions as they occur; replace those that are critical	Green
	Activity b. Review financial expectations for auxiliary accounts and refine reports	Green
	Activity c. Continue refining budget development process	Green
	Activity d. Review work-study positions and processes	Yellow
	Activity e. Establish defined pay rates for hourly employees	Yellow
	Activity f. Revise the adjunct instructor pay structure	Green
	Activity g. Take steps to implement institutional technology fee	Green
	Activity h. Streamline financial aid process for exchange of textbook vouchers	Green
Objective 2. Maintain appropriate accreditations	Activity a. Submit HLC progress report on improved program review process	Green
	Activity b. Explore accreditation of concurrent enrollment program through NACEP	Red
	Activity c. Begin documentation within HLC Assurance System for 2019-2020 report	Green
	Activity d. Complete necessary lab upgrades for NATEF accreditation	Yellow
	Activity e. Initiate NATEF accreditation review for automotive programs	Yellow
	Activity f. Become NIMS certified in machining	Red
	Activity g. Submit HLC off-site location request for Trinidad Correctional Facility	Green
	Activity h. Submit HLC off-site location request for Primero School District	Green
	Activity i. Submit required NAEYC accreditation report for Early Childhood program	Green
Objective 3. Comply with Federal, State and System mandates	Activity a. Implement Fair Labor Standards updates	Green
	Activity b. Continue communicating process for last date of attendance reporting	Yellow
	Activity c. Continue updating College procedures manual	Green
	Activity d. Articulate financial aid service model to faculty and staff	Yellow
	Activity e. Submit Drug Free Schools and Community Act Biennial Review	Green
	Activity f. Submit annual Campus Safety and Fire Report	Green
	Activity g. Document and submit gainful employment data	Green
	Activity h. Submit appropriate Degrees with Designation to HLC	Green
	Activity i. Comply with HLC credentialing standards by end of calendar year	Green
	Activity j. Develop Plans of Study for each program and share publicly on website	Green
	Activity k. Develop MOU with field partners to meet NJCAA standards	Yellow
	Activity l. Update security contracts for each campus	Green
	Activity m. Develop plan to support transgender students on campus	Yellow

Key to Acronyms:

- HLC -- Higher Learning Commission
- MOU -- Memorandum of Understanding
- NACEP -- National Alliance of Concurrent Enrollment Partnerships
- NAEYC -- National Association for the Education of Young Children
- NATEF -- National Automotive Technicians Education Foundation
- NIMS -- National Institute for Metalworking Skills
- NJCAA -- National Junior College Athletic Association

Strategic Priority IV: Community Engagement		
Goal A. Be a Visible Presence		
Objective 1. Promote engagement with communities	Activity a. Expand Welcome Back activities for students on each campus	Green
	Activity b. Coordinate and promote current internship opportunities	Yellow
	Activity c. Host retiree celebrations on each campus	Green
	Activity d. Refine Community Council and Advisory Council processes	Green
	Activity e. Continue engagement of Southern Rockies Heritage School advisory group	Yellow
	Activity f. Monitor success of Valley cross country initiative	Green
	Activity g. Determine potential expansion options for athletics	Yellow
	Activity h. Host pre-game recognition events for athletic programs	Yellow
	Activity i. Host campus engagement events for athletic contests with ASU	Red
	Activity j. Consolidate and update alumni database	Red
	Activity k. Participate in Foundation recognition events	Yellow
Objective 2. Foster educational and community partnerships	Activity a. Convene Healthcare Sector Partnership meetings in the Valley	Green
	Activity b. Participate in Valley Sector Partnership meetings for Agriculture	Green
	Activity c. Establish Memorandum of Understanding (MOU) with the Foundation	Red
	Activity d. Support "Friends of TSJC Gunsmithing" fundraising efforts	Yellow
	Activity e. Develop partnerships to support NRA Certified Training Center	Yellow
	Activity f. Support internal restructuring of Booster Club to meet NJCAA standards	Green
	Activity g. Interface planning for art, music, and theatre disciplines with community	Red
	Activity h. Support DOC and Community Corrections with additional opportunities	Green
	Activity i. Host second annual SOCO BEST Robotics event	Green
	Activity j. Review relationship with ASU regarding student housing	Green

Key to Acronyms:

ASU -- Adams State University

NJCAA -- National Junior College Athletic Association

NRA -- National Rifle Association

SOCO BEST -- Southern Colorado Boosting Engineering, Science, and Technology

TSJC -- Trinidad State Junior College

DOC -- Department of Corrections

Strategic Priority IV: Community Engagement (continued)		
Goal B: Expand Educational Services		
Objective 1. Increase community and continuing education offerings	Activity a. Expand summer NRA Program through new offerings	Yellow
	Activity b. Continue development of Southern Rockies Heritage School	Green
	Activity c. Develop grant for Upward Bound, Math Science competition	Green
	Activity d. Develop grant for Upward Bound, Classic competition	Green
	Activity e. Create apprenticeship opportunity to support statewide workforce goals	Yellow
	Activity f. Offer noncredit archery courses in the Valley	Green
	Activity g. Establish College for Kids program in the Valley	Green
	Activity h. Develop noncredit Dental Assisting training in the Valley	Green
Objective 2. Provide outreach to specific groups	Activity a. Renew relationship with SCRT to support Theater program	Yellow
	Activity b. Collaborate with the Workforce Centers	Green
	Activity c. Support training to meet state requirements for Early Childhood Education	Yellow
	Activity d. Continue STEM outreach on both campuses	Yellow
	Activity e. Begin program development to support rural leadership and sustainability	Red
	Activity f. Engage recent alumni through announcement of alumni magazine	Green
	Activity g. Host reunion for seventieth anniversary of gunsmithing program	Green
	Activity h. Celebrate fortieth anniversary of summer NRA program	Green

Key to Acronyms:

NRA -- National Rifle Association

SCRT -- Southern Colorado Repertory Theater

STEM -- Science, Technology, Engineering, and Math