



Trinidad State Junior College
Educational Master Plan

Compiled by
Academic Team made up of Vice President of Academic Affairs and Deans of Arts and Sciences and Career and
Technical Education, Associate Dean of Instruction, and other Academic Personnel

Last updated, 1/26/13

Educational Master Plan

Updated January 2013

The plan that governs the educational endeavors at Trinidad State Junior College (TSJC) stems from the College's 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.

The strategies are diverse and wide-ranging, yet are focused on one idea – to enrich the lives of TSJC students' and the lives of those in our communities. What follows is a list of principal concepts that will guide the College's educational emphasis in the coming years. This plan was completed with input from faculty, student service and student support areas, research into current educational and occupational trends, consultation with members of business and industry, input from articulation discussions from four-year institutions, and consideration of expectations from K-12 school districts.

Plan Limitations

Community colleges must be both proactive for future trends and reactive to changing needs. As this is part of a Continuous Quality Improvement initiative, this list will change over the next 5 years. TSJC is presently in transition with an Interim President and conducting a Presidential search. Therefore, this plan will begin with a one-year focus tied to the abbreviated one-year strategic plan and progress to years 2-5. Many jobs TSJC will be preparing students for have yet to be created, so it is challenging to devise an exact plan to meet those needs. What businesses move to the College's service area and what future needs arise are nearly impossible to say. What is possible is the development of a plan that provides a general framework of where TSJC's mission, assessment of the institution, and assessment of student learning is steering the College. The Educational Master Plan details how TSJC plans to prepare for the future while being attentive to the current needs.

The Educational Master Plan is divided into two sub-sections (year 1 and years 2-5):

Section I

Enrollment Trends and Student Demographics

This section of the plan contains tables showing enrollment trends and other student demographics for the past several years at Trinidad State Junior College. It will also detail how quality standards will be maintained and furthered. Next, this Section will focus on how TSJC will utilize the most effective content delivery methods. Finally, it will provide insight as to the programs that are most likely to be created or eliminated over the next five to ten years.

Headcount and FTE					
	Headcount	FTE		Headcount	FTE
Fall 2006	1732	563.1	AY 2006-2007	2925	1300.8
Fall 2007	1760	611.2	AY 2007-2008	2855	1367.9
Fall 2008	1740	614.5	AY 2008-2009	2899	1419.3
Fall 2009	1811	693.9	AY 2009-2010	2775	1575.09
Fall 2010	1916	719.2	AY 2010-2011	2910	1613.98
Fall 2011	1839	695.1	AY 2011-2012	2729	1568.82

High School Student Enrollment*	
Fall 2006	151
Fall 2007	130
Fall 2008	171
Fall 2009	247
Fall 2010	294
Fall 2011	280
Fall 2012	240
* High school students include high school students taking courses purely for college credit as well as those that are registered through concurrent enrollment programs.	

Awards and Level (Percentage)					
Year	Certificate	AAS*	AGS*	AA – AS*	Total Awards
2007	54.5%	25.2%	2.3%	18.1%	437
2008	67.5%	18.2%	2.3%	12.0%	434
2009	64.2%	19.9%	4.6%	11.3%	564
2010	71.2%	14.7%	4.2%	9.9%	565
2011	64.3%	19.2%	5.8%	10.70%	568
2012	66.29%	15.8%	6.94%	10.97%	620
* Generally, AGS and AA / AS degrees are transfer awards, while some AAS degrees have articulations with four-year colleges, they are primarily considered professionally oriented, terminal awards.					

Remedial Course Enrollments	
2007-2008	13.9%
2008-2009	15.9%
2009-2010	22.2%
2010-2011	21.75%
2011-2012	23.23%

Remedial Course Completion* Rates (all subjects)	
2006-2007	69.9%
2007-2008	65.1%
2008-2009	62.8%
2009-2010	62.2%
2010-2011	63.84%
2011-2012	64.69%

*Course completion is defined as receiving an A, B, C or Satisfactory at the end of term. Students who withdraw or receive an incomplete are counted as not passing the course.

Remedial Students vs. Fall Headcount by Ethnicity Percentage				
	Remedial Students		Overall Headcount	
	White	Minority	White	Minority
2008-2009	34.1%	57.3%	53.7%	45.6%
2011-2012	38.80%	61.2%	48.5%	51.5%

Academic Program Creation and Modifications

The method by which the College determines which programs to develop involves many data sources. The idea for a new program can come from anywhere, but such ideas are fully explored with a large amount of data before the College's scarce resources are committed. This includes research in jobs available in the field, student interest, faculty availability, etc. Data considered includes:

- **Local Industry Needs.** Communication takes place with personnel from the Colorado Department of Labor and Workforce Centers and with local industry and business leaders on a regular basis through advisory committee meetings and other functions. Additionally, through networking at various national and state meetings, the President and Vice Presidents also bring feedback to the College. It has been several years since an environmental scan has occurred for the counties in TSJC's service area. Discussion is underway to conduct such a scan with the goal of providing unbiased analysis of workforce needs in TSJC's service areas.
- **Student Desire.** It seems simplistic, but students "vote with their enrollment." TSJC monitors student enrollment trends each semester and adjusts the schedule to follow those trends. Certain programs and course offerings will rise and fall dependent on the enrollment from preceding years, and as career and technical education program students move through programs as a cohort and numbers are predictable.
- **Assessment of Current Programs.** The College conducts assessments of its programs. Review of programs often provides information about the expansion of the College offerings as well as refinement of existing programs.

Program Review Process:

The division conducts program reviews, at a minimum, every 3 years. Administration, program faculty, and advisory committee members look at enrollment trends in correlation with assessment information in that curriculum area and make recommendations for changes. These recommendations could include a range of actions and could include rewriting the curriculum, expansion of the program, or closure of the program. Program mission and goals are identified in the college catalog and course outcomes are mapped to the program goals.

Cost Benefit Analysis and Program Review

Cost benefit analysis is conducted after the program review. These two processes are used for senior administration to decide to maintain, expand, or close the program (see Program Additions or Discontinuation Policy 5.15).

- **Transfer Institutions.** TSJC has identified the need to insure seamless transfer to four-year institutions as one of its most important goals. As has always been the case, TSJC has a large percentage of transfer students, meaning they intend on taking the first two years of a four-year degree from TSJC and then transferring to another college to earn a Bachelor of Arts or a Bachelor of Science degree. Whatever program is chosen, there will be a clear path from TSJC to the four-year colleges. This path is sustained using three methods: Faculty to Faculty conferences; articulation agreements; and transfer student surveys. All of these methods impact program offerings. TSJC has recently expanded articulations to include AAS and AGS transfer agreements. The College will be working with the system office to try and get data to measure the progress in this area.

Faculty to Faculty Conferences:

Faculty to Faculty conferences (held twice annually) are a statewide gathering of faculty from Colorado's two- and four-year public, postsecondary institutions who teach particular programs or courses. The purpose of these meetings is to: engage in discipline discussions with faculty from other state institutions; review specific majors and programs, including issues regarding advising and lower division course offerings within majors; complement current state efforts to update institutional transfer guides; and continued exploration of the feasibility of creating statewide articulation agreements in the proposed disciplines.

Articulation Agreements:

The second method used to insure seamless transfer and to modify programs as needed is through articulation agreements. These are letters of agreements, which are deliberately intended to facilitate the transfer process for students and constitute a partnership between TSJC and transfer institutions about a particular program. In the agreement, both institutions specify how the community college curriculum will be accepted into the transfer institution. This way, students are assured that credits will not be lost during the transfer process. Currently, the State of Colorado has passed eleven state-wide articulation agreements for Anthropology, Business, Economics, French, History, Mathematics, Political Science, Psychology (BA and BS), Sociology, and Spanish. Additionally, one of TSJC's primary four-year colleges for transfer, Colorado State University-Pueblo, has signed a letter of articulation for fifty-two programs of study (See Attachment A). New Mexico Highlands University and TSJC just completed (September 2012) two A.S. agreements – one with the geology emphasis and one with natural resources. Also projected for this year is an agreement with Adams State University to accept Chemistry 111 from TSJC for nursing students seeking to complete a bachelor's program.

TSJC Articulation Agreements with Colorado 4-year Institutions

CSU Global		New Mexico Highlands University		University of Colorado Colorado Springs		Adams State University	
AAS/AGS Business Management	BS Business Management	AS Natural Resources	BS Forestry	ADN/RN AS Nursing	BS Nursing	ADN/RN AS Nursing	BS Nursing
AAS/AGS Computer Information Systems	BS Information Technology	AS Geology	BS Geology				
AAS/AGS Computer Technologies	BS Organizational Leadership	AA Business Administration	BBA Accounting				
AAS/AGS Criminal Justice	BS Public Management		BBA Marketing				
AAS/AGS Early Childhood	BS Business Management		BBA Management				
AAS/AGS Graphic Design			BBA Finance				
AAS/AGS Massage Therapy							
AAS/AGS Occupational Safety & Health							
Agreements will be reviewed once a year		Agreements will be reviewed once a year		No renewal dates for these articulation agreements		No renewal dates for these articulation agreements	

Transfer Student Surveys:

Secondary students in Colorado are required as of fall 2011 to have an Individual Career and Academic Plan (ICAP) that will “assist a student and his or her parent or legal guardian in exploring the postsecondary career and educational opportunities available to the student, aligning course work and curriculum, applying to postsecondary education institutions.” For students who take advantage of concurrent enrollment opportunities in GT Pathways, those courses will enhance transfer opportunities for secondary students to both Trinidad State and four-year institutions.

GTPathways Curriculum is a set of general education courses that Colorado guarantees to transfer. The curriculum consists of 31 credit hours of courses across 6 content areas. Receiving institutions shall apply guaranteed general education courses to a student's general education or major requirements. Approved courses in gtPathways are not based on course equivalencies but meet content and competency criteria.

TSJC monitors the transferability of courses through surveying past students who have left the college to attend a university. The survey asks what credits transferred seamlessly from the students’ programs and which courses were not accepted. While this data is limited, it will be used

until we are able to get reports from 4-year colleges. It is clear that universities dictate transferability of courses and as the State of Colorado increases the number of Degrees with Designation, rural students in Colorado will have increased opportunities for bachelor's degrees.

Maintaining Standards of Quality in Academic Programs

TSJC has established programs and curricula to ensure student learning and quality instruction. Procedures and assessments have been instituted to provide evidence that students are learning and that the quality of the program is maintained.

- **Program Changes via State Licensing or Outside Accreditation.** TSJC maintains several program accreditations in addition to its institutional accreditation through the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. The College is seeking accreditation with the National League for Nursing Accrediting Commission (NLNAC), and holds accreditation with the Colorado State Board of Nursing, and the Accreditation Board for Engineering and Technology (ABET), National Association for the Education of Young Children (NAYEC), and the National Certification Board for Therapeutic Massage and Bodywork (NCBTMB). Each of those agencies has requirements that TSJC's programs must meet, including curricular requirements.

Besides changes in programming required by accrediting agencies, certification exams offered by outside agencies also shape a program's offerings. Programs such as Medical Assistant and Allied Health have certification exams at the conclusion of the program. It is crucial that the outcomes of the program be precisely aligned with the outcomes assessed on the certification exam.

It should be clear that the creation and modification of career and technical programs involve many internal and external considerations. The process to create a program involves surveying prospective employers, forming advisory committees, conducting an environmental scan for the occupation in question, securing qualified instructors, creating courses, funding the program, advertising, scheduling, negotiating with transfer institutions and certification/accrediting organizations, and getting approval at the department, division, institutional, Colorado Community College System (CCCS), Colorado Department of Higher Education and when 50% different from existing programs, the Higher Learning Commission approval of the program and USDOE approval for financial aid. The commitment of the College's scarce resources in the form of employee time and institutional dollars is considerable. However, the right programs created, maintained, and expanded to the right levels are what make TSJC responsive to all its stakeholders.

During the in-service meetings, groups from both campuses meet with their peers. Faculty and staff from all aspects of the College's two campuses were invited to participate in this Educational Master Plan by submitting their ideas of how they would like to see their area expanded or improved over the next five years. After seeking input, priorities have been set.

The idea of wondering how to improve student learning is not a new concept. In each academic discipline, developing a testable question with student learning outcomes and assessment instruments, and then implementing it, contemplating the results, and finally communicating those results to colleagues is now being called "scholarly" teaching. Assessment conferences are increasingly presenting more about this 'education-research' focus for assessment, because student learning is what faculty – and most stakeholders - really care about.

- **Qualified Instructors** – TSJC conducts statewide and national searches for qualified instructors as the need arises. TSJC's instructor credential policy for the Arts and Sciences division is a Master's degree that includes 18 hours in their discipline. Career and Technical Education instructors must have a vocational credential based on degree completed and/or hours of verified, paid occupational experience. The College's adjunct faculty is equally qualified. One of the challenges is to find qualified people willing to relocate to a rural area. Another challenge is for TSJC to maintain competitive salaries in all areas to attract the most qualified faculty.
- **Priority Funding** – Programs must have proper funding to maintain their high quality level. The mission of Trinidad State Junior College is first and foremost an educational institution. Due to State and Federal budget reductions, TSJC's general fund has decreased significantly over the past five years.

Assessment Processes

Assessment of student learning is an essential component of every organization's effort to evaluate overall organizational effectiveness. The primary purpose of assessment is to improve student learning. This is done through a systematic, continuous process of data collection, review, and action. Through this assessment process, we generate information that is of value in internal program-level decision-making, as well external constituents, such as the Higher Learning Commission.

The assessment of student learning constitutes one foundation upon which decisions about programmatic direction are based. The planning and review process for programs and departments is integrated with assessment to demonstrate program effectiveness and integration with college planning initiatives, including TSJC's Strategic Plan and Educational Master Plan. Program report and review goals are three-fold, incorporating the needs of the department/program, the College, and constituencies outside of the College. Each year, programs review and potentially revise their assessment plan, list their assessment findings, and describe actions taken and current status of their assessment program. The AISCL develops and

oversees the three year review procedures and summarizes the results of assessment and three-year review materials looking for trends in assessment results. College Deans have restructured the CTE and A&S programs into smaller units, which have already improved peer relationships, teamwork, and communication-especially related to assessment. The restructure has provided better supervision and communication in the development of Program Reports and Program Reviews in all areas. The committee communicates findings to the Vice President for Academic Affairs and the President's Staff each spring.

TSJC administration supports assessment in many ways. Ideas for improving the various levels are brought to the administration and funded through either the normal departmental budget process or through the Assessment Mini-grant program. In this program, money is budgeted for assessment of student learning projects developed by faculty. The purpose of each project must be primarily to improve student learning in a specific course or program and must be either driven by assessment findings, or by addressing a strategic or educational master plan goals.

Closing the Loop on Assessment – The TSJC system of assessment has been developed and an annual assessment cycle has been adopted. Students are assessed at the course, program, and general education level. The information collected through these assessment methods provides evidence that students are learning, and just as important, provides the information necessary to improve course delivery and instruction at each level of assessment.

Annual ALTITUDE Conference (Assessing Learning, Thinking, and Instruction at TSJC Using Displays and Examples) - The Assessment for the Improvement of Student Learning Committee annually invites all staff and faculty to participate in the ALTITUDE Conference in a deliberate effort to move away from assessing for accountability and toward assessing for improved student learning. The primary goal for this conference is to enliven the conversation about teaching-and-learning at TSJC. The ALTIUDE Conference has become an anticipated event to share best practices in assessment processes.

Maintaining Accreditation Standards – Accreditation helps shape the curriculum of a program and is vital in assuring quality. By meeting the standards of the Higher Learning Commission and the standards for state or national accreditation, the College ensures that credits transfer and that the institution maintains academic and programmatic rigor.

Maintain Advisory Committees – All Perkins-authorized programs must maintain an advisory committee of those employed in the field of study. The committees, consisting of working professionals, meet with college faculty two times per year to provide input as to what they would like TSJC's graduates to know before coming to the workforce. They review resources, equipment, and curriculum. They also provide feedback as to the quality level of graduates in their workplaces and performance metrics (completion, retention, placement, non-traditional-

to-gender participation and completion, etc.). An increasing concern of employers is the need to improve “soft skills” in students, including work ethic, communications skills, and critical thinking.

A Program Performance Review and Assessment will be conducted. VE-135 data, SURDs reports, and various other Financial Aid reporting will be reviewed by administration, financial aid personnel, faculty, and the Perkins committee. Program meetings will be scheduled to evaluate each program for relevance, rigor, and gainful employment. Workforce Department personnel will be invited to participate in the workshops/planning meetings. (Community Engagement, Operational Excellence)

- **Faculty and Course Evaluations** – Having fully qualified accomplished instructors is perhaps the single most important aspect to maintaining and enhancing quality in academic programs. Both full-time and part-time instructors are evaluated for their performance. These evaluations provide an opportunity for the supervisor to work with the instructor to improve his/her performance and the course as a whole.

Student Evaluations – Thoughtful student evaluations of instruction can help improve teaching effectiveness. Students evaluate the instructor’s apparent knowledge of the subject matter as well as the organization of classroom presentations. Other areas of teaching effectiveness that the students evaluate are the appropriateness of the textbook, assignments, and exams.

Unscheduled Supervisor Evaluations – Supervisors observe faculty in the classroom/ laboratory/shop and evaluate their instructional performance. Indicators used for evaluation include knowledge of subject matter, class organization, student participation, and effective use of instructional aids and classroom technology.

Professional Development – It is important that the college maintain its emphasis on professional development for all employees. Many faculty members are engaged in professional development in their area of expertise to refresh and/or advance their studies and bring back information to the campus. Title V funding has provided many professional development opportunities, as is summarized below. The STEM and Carl D. Perkins grants and also offer professional development for STEM full and part-time faculty.

Portfolio/Documentation – Faculty provide documentation based on the agreed upon categories to demonstrate what they have accomplished annually.

.

Conferences such as the Higher Learning Commission Annual Meeting provide the opportunity to hear what is working well and what is not working at colleges across the region. Over the years, the Annual Meeting has been attended by various administrators, faculty, and staff. Many new ideas for assessment and strategic planning have been brought back and utilized at TSJC.

CCCS Professional development is available to improve learning and assessment at meeting such as:

- Faculty to Faculty Conferences (held twice annually) are a statewide gathering of faculty from Colorado's two- and four-year public, postsecondary institutions who teach particular programs or courses. The purpose of these meetings is to: engage in discipline discussions with faculty from other state institutions; review specific majors and programs, including issues regarding advising and lower division course offerings within majors; complement current state efforts to update institutional transfer guides; and continued exploration of the feasibility of creating statewide articulation agreements in the proposed disciplines; and
- Annual Assessment Conference to collaborate and share best practices.

The Perkins-CACTE Conferences and Special population trainings provide faculty members with trends, labor market needs, regulatory changes, etc. and approaches for different needs.

- **Advising** – Placing the student into the correct program with the required courses at the appropriate time to meet their needs is central to a program's continued success. Advising is handled by two groups – staff advisors who handle incoming freshmen and some faculty advisors who advise students in a major or field of study after their first semester. Advising is a difficult task as requirements change based on the student's major and planned transfer college. Staying current with each transfer college's major requirements is a difficult task for the faculty and advisors, but one that is expected by TSJC's students. TSJC is using Degree Works, a Banner software program that will enhance the advising process. STEM students benefit from support from Academic Coaches who review academic plans, provide STEM career information and research 4-year colleges' degree and transfer requirements.

- **Retention** – Retention is the measurement of whether students continue at the college through the completion of their educational goal. Strong retention indicates that students are moving through the system well and that TSJC continues to meet their educational needs. The following table shows the most recent retention rates for TSJC and the Colorado Community College System average.

- **Library Services** – The Freudenthal Memorial Library on the Trinidad campus provides current and relevant print and electronic resources that support the academic curriculum, while complying with changing library needs. Informational and educational requests are filed in an efficient, timely and professional manner. The library has approximately 52,000 volumes; 160 periodical subscriptions, and 6 newspaper subscriptions. An 8-unit computer lab makes internet access available to numerous databases and resources. On the Valley Campus, a new area

is being developed with CTE manuals and other items of interest. While this is not a full library, it provides the essential items needed. Due to the limited space, a full library is not possible. However, with this small collection, access to the public library, Adams State's library, and inter-library loan, students have resources available to meet their needs.

New initiative: Employ new strategies to create a learning environment to entice more students to more fully utilize library resources on the Trinidad Campus, In addition, historical items from the bulletin board will be cataloged and placed in a safe area.

- Conduct a survey on what it would take to encourage them to use the library needs to be conducted on the Trinidad campus
 - The staff need to visit some model libraries to learn about getting students to use the library
 - The lack of space prohibits having a full-functioning physical library, so creatively is required to optimize what is available until additional space is available
 - A memorandum of Understanding between TSJC Valley Campus and Adams State for additional services will be drafted
- **Adult Education (Trinidad)** – The TSJC Adult Education program offers Adult Basic Education, GED instruction and ESL classes in Trinidad, as well as in Walsenburg. Currently housed in Latuda Hall (Trinidad) and the Huerfano School District Office (Walsenburg), the facilities provide a comfortable and secure learning environment for all students. Instruction is on an individual basis, with each student's intake including diagnostic testing, which serves as the basis for each student's Student Educational Plan.

New Initiative: Repair and restore the exterior of Latuda Hall. The building is over 100 years old and in need of some care, specifically the windows and columns. (Operational Excellence)

- **Writing Center (Trinidad Campus)** – The Writing Center serves the student population by reviewing writing assignments and assists all students with internet research.
- **Math Lab** - Open lab hours outside of class time are provided so students can work on homework with assistance of trained tutors, take tests in longer blocks of time, and make up absences. Podcasts for all of the developmental classes provide sample problems and a brief lecture on the topics students frequently struggle with.
- **Engagement of High Schools.** At the present time, high schools in the service area may enroll in college classes and receive dual credit. High school students must pass the ACCUPLACER test at the same standards as entering college students. Through the STEM program, TSJC will send STEM Academic Coaches into the high schools to promote STEM careers and provide assistance to bridge the math and science areas

between the high school's final outcomes with the College's incoming expectations. Plans of Study are in place for all Career and Technical Education programs so that student career exploration activities at the secondary level can link their academic plans to programs at Trinidad State.

- **Grants.** TSJC has gained valuable experience in administering and completing grant related projects. A number of funding sources have changed, reduced, or eliminated competitive funding opportunities. However, TSJC continues to seek and pursue funding that leverages general funds to better serve students, improve programs, and strengthen the institution.

Currently TSJC administers grant funds in the following programs that are primarily Academic in nature and provide many student services:

- U.S. Department of Education
 - TRiO programs
 - Educational Opportunity Center
 - Math Science Upward Bound
 - Student Support Services – Trinidad Campus
 - Student Support Services – Valley Campus
 - Title V
 - STEM Grants (Institutional and Collaborative with another college)
 - Carl Perkins Grants
 - Department of Labor – Nursing grant (with Otero Junior College)
 - Workforce Investment Act (WIA) of 1998, Title II, Adult Education and Family Literacy Act
 - TAA Grant for LineTech
 - FIPSE grant in coordination with UCCS
 - Co-AMP grant
-
- **Faculty Credentials:** This is an area of concern that the college has been working on improving. A credential audit was conducted state wide with many findings. The findings were related to lack of credential applications, documentation of occupational verification, and lack of faculty transcripts. A complete review has been completed and the college has obtained credential applications for all full-time and adjunct faculty; credentials have been renewed as needed; occupational verification has been documented; and official transcripts have been requested for

permanent file in the President's office. A master spreadsheet has been compiled of all data and information has been entered into the Banner system for degree obtained; institution of degree granted and date; credential number and expiration date. Starting July 1, 2013, the Vice President of Academic Affairs must sign off on all faculty credentials.

Section I: Year 1

1. Strengthen Trinidad State Junior College and prepare it for the Pathway transition and a new President.
 - a. Develop continuous quality culture in assessment and strategic planning.
 - b. Improve systematic reporting of assessment, program improvements, program reviews, approval processes.

As a result, the following will be goals for year 1:

Goal 1: Complete foundational work for HLC Strategic initiative of “becoming a strategic planning organization.”

Outcome 1: TSJC will become a data-driven, decision-making, strategic organization.

Owners: Chuck, Mike, Kerry, Paula

Activities	Who	How	When	Budget
Conduct environmental scan	Sr. Admin	Consultant	Fall 2013	TBD
Educate employees on pathways and CQI	Sr. Admin	Sr. Admin and Consultant	Summer 2013	Annual trip to HLC
Become data informed decision makers	Sr. Admin	Sub plans and data reports	Fall 2013	Training dollars (see professional development)
Produce cycle for evaluation and improvement	Sr. Admin	Sub plans and assessment cycles	Spring 2013	\$0.0

Goal 2: Increase use of data and analysis in decision making.

Outcome 1: All departments and divisions will use data to develop a continuous quality improvement plan that includes targets, responsible parties, etc.

Outcome 2: Strategic investments are made with data informed decisions.

Owners: Chuck, Mike, Kerry, Paula

Activities	Who	How	When	Budget
Hire and Train IR/Data Specialist	VPAA	Advertise	Fall 2013	\$65,000

Research other institutions	Data Specialist	Visit and phone calls	Fall 2013	\$0.0
Research existing reports and data	Academic Affairs	Other small colleges	Summer 2013	\$0.0
Determine additional reporting needs	Senior Administrator	Develop reports and determine gaps	Fall 2013 (ongoing with pathways)	\$0.0
Build additional reports as needed	Everyone, Programmer	SQL	Fall 2013	\$5,000

Goal 3: Implement Academic Assessment cycle and plan.

Outcome 1: Student learning goals and outcomes with specific assessment measures for each academic program will be developed and used to improve student learning outcomes and teaching effectiveness.

Owners: Jean

Activities	Who	How	When	Budget
Complete annual assessment cycle	VPAA, Assessment Coord., Academic Team	Consulting, research, and planning	Completed May 2012	N/A
Curriculum mapping	Assessment Coord., Academic Team and faculty	Poly Com	Fall 2012	N/A
Restructure TracDat	Assessment Coord.	Nuventive (TracDat) Consulting	Fall 2012	\$1,000
Finalize data collection and reporting plan	Chairs and/or Deans and Assessment Coord., ACES Committee	TracDat	Dec 2013	\$2,000
Improve systematic data collection	Chairs and/or Deans, Assessment Coord.	TracDat	Each term	N/A
Improve outcomes review process and planning	Chairs and/or Deans, and Assessment Coord.	Restructure TracDat + provide Assessment Mini-Grants	Dec 2013	N/A
Enhance communication and professional development	VPAA, Chairs, Deans and Assessment Coordinator	Restructure Academic Programs; add additional Chairs	Completed Nov 2012	N/A

		Provide professional development related to assessment (ALTITUDE Conference + other)	Annual Series	\$2,000
Finalize budget for assessment	IT	Renewal of Software license	Annually (Jan)	\$2,160
	VPAA/VPAS	Faculty Assessment Mini-Grants	Annually (Jan)	\$7,000
Tie improvement to budget	VPAA/VPAS	Budget System	January 2013	N/A
TOTAL PROPOSED ASSESSMENT BUDGET				\$14,160

Goal 4: Demonstrate institutional effectiveness in accountability to internal and external constituents.

Outcome 1: The College will demonstrate accountability and compliance to various State and Federal Agencies. (Presidential Staff)

Outcome 2: Reports will be updated on an annual basis and utilized by faculty, staff and President's Staff for decision making.

Outcome 3: Faculty evaluations will focus on teaching, professional development, and assessment participation. (Chuck, Paula)

Outcome 4: Faculty credentials will meet state guidelines. (Deans, VPAA)

Activities	Who	How	When	Budget
Communicate changes to college stakeholders	VPAA, Data Spec, IR	Run term and annual reports	Ongoing	\$0.0
Outline reporting, assign responsibilities, and set deadlines	VPAA	Annual reports	Annually	\$0.0
Review reports for accuracy	Everyone	In-service	Annually	\$0.0
Evaluate how well the process worked and modify as needed	Everyone	Meetings	Annually	\$0.0
Review list of items to consider when completing each data report and devise a rubric to reflect consensus	Academic Admin, Faculty	Meetings	Oct-Nov 2012	\$0.0
Revise faculty promotion process	President, VPAA, Deans, Faculty	Meetings	Spring 2013	\$0.0
Revise faculty evaluations to reflect consideration of earned merit	President, VPAA, Deans, Faculty	Meetings	Spring 2013	5% merit

Hire person to assist with credentialing for faculty and assist two additional offices in data collection, audit information and CTE continuous quality improvement.	CTE Dean	Available candidate	(completed/ongoing)	Salary/benefits
Update systems as needed for federal compliance	President's Staff	Meetings	Bi-annual	TBD
Demonstrate credit/contact hour compliance	VPAA	Spreadsheet from DOE	October 2013	
Relate to stakeholders the ongoing state and federal compliance changes	VPAA	Notify through meetings at all levels	Ongoing	
Recommend the proposed plan to the President for consensus	IR, President's staff	Meetings	Annual	\$20,000
Develop Completion data process by deciding on data Input based on capturing completers, train staff, audit results	Academic Affairs, Student Services	Meetings	Ongoing process	Revenue impact at no additional cost.

- Goal 5: Expand professional development opportunities and training for employees.**
- Outcome 1:** The College will increase opportunities for professional development both on and off campus for faculty and staff.
- Outcome 2:** The College will continue to offer financial support for professional development through various funding.
- Outcome 3:** Employees will continue to share in the governance of the college and will identify areas of interest and/or need for professional development.
- Outcome 4:** Employees will meet professional development requirements for credentialing renewal.
- Owners:** Paula, Mike

Activities	Who	How	When	Budget
Academic Affairs will work with HR and other stakeholders to develop various training for employees	Supervisors, Deans, Division Chairs, Instructional Designer	D2L and Podcasting	Fall 2013 Spring 2014	Grant funding
Offer required courses for CTE credentialing, teaching strategies and how-to information for new faculty	Instructional Designer	Develop EDU 260 and EDU250 (required for CTE faculty credentialing) using D2L and Podcasting	Fall 2012 Completed and ongoing	Completed
Work with HR to provide training on legal issues such as ADA, FERPA, HIPPA, Diversity training, and others	Academic Affairs, Instructional designer, HR	D2L, podcasting, other	Spring 2014	\$2000.00

Goal 6: Increase concurrent enrollment at both campuses.

Outcome 1: The College will increase the number of students participating in concurrent enrollment courses.

Outcome 2: The College will increase the number of students completing concurrent enrollment courses and earning certificate of completion (if applicable).

Outcome 3: The College will expand Program offerings for concurrent students.

Outcome 4: The College will increase the number of concurrent students who enroll at TSJC upon high school graduation.

Owners: Paula, Kerry

Activities	Who	How	When	Budget
Identify and promote new concurrent opportunities <ul style="list-style-type: none"> Identify new marketing strategies for schools and students 	Deans and STEM staff	Visit with high school teachers regarding courses needed	Fall and Spring Semesters	STEM grant or institutional funding

Goal 7: Improve retention and completion rates

Outcome 1: Student Success Centers and Learning Labs will track students' progression through support services and will monitor Early Alert system of identified students.

Outcome 2: Learning Labs will provide data reports on students utilizing tutoring and support services.

Outcome 3: Advisors, faculty, and related staff will provide training to students on the use of DegreeWorks (online academic oncourse) to ensure that students are on the correct academic path and are completing in a timely manner.

Owners: Paula, Kerry

Activities	Who	How	When	Budget
Promote transfer, late start and summer enrollment opportunities to students	All Areas	Advertising, registration deadlines, late start offerings	July 2012 – June 2013	Completed/ongoing
Offer high school students incentive for summer enrollment and completion	Student Services	Scholarship, advertising	Spring 2012	\$
Offer concurrent completers an incentive or scholarship to complete education at TSJC	Student Services	Scholarship, advertising	Spring 2012	\$
Promote and expand articulation and Degrees with Designation opportunities	VPAA, Student Services, Marketing	Advertising	Summer 2013 (articulations and DwD increasing)	\$

Hire a recruitment specialist	Student Services	Advertisement	Summer 2013	\$
Implement Course Signals (early alert academic tool)	Academic Admin, faculty, staff, student services	CCCS	Fall 2012	
Formulate plan between current FTE funding formula to proposed completer based funding plan	Paula, Kerry	See other listings	Fall 2013	
Require students to apply for graduation at time of registration	Kerry (only walking)	Last semester of enrollment	2013	
Promote academic support for students through comprehensive programs such as Knowledge Enrichment for Your Success (KEYS)	Student Success and faculty	Email system to set areas for improvement	Spring 2013	\$ Advertising
Track student progress using DegreeWorks; develop system for flagging completers and recording them	New-case managers & Student Services	degree works	Spring 2013	
Demonstrate DegreeWorks academic plan to incoming students	New case manager program	degree works	Fall 2013	
Integrate an Academic Plan component into Student Success Plans	Faculty, case manager, student services	Email	Fall 2013	\$100,000 (grant)

Goal 8: Diversify/Expand program offerings – see program areas for specifics
Outcome 1: Increase enrollment by expanding TSJC online and hybrid courses.
Outcome 2: Increase enrollment by expanding current programs.
Owner: Paula

Activities	Who	How	When	Budget
Testing and adapting new technology to create online labs, adapting biology classes to online and hybrid formats	STEM faculty	Online/Hybrid classes	Fall and Spring semesters	STEM funding, amount TBD
Provide funding and resources for distance learning (DL)	DL Committee	Grant Funded	Completed	\$
Finalize guidelines for DL	DL Committee	Research/meetings	Completed	NA
Provide training in DL	DL Committee	Research based on needs	Ongoing	Title V \$4000
Provide student support services for DL	Student and Academic Affairs	Meetings	Ongoing	\$10,000 (primarily for tutoring & testing services)
Propose additional DL programs after most current information has been analyzed; needs assessment and budgets evaluated	DLC	Consultant, research, meetings	Fall 2015	\$60,000 (Energy & business offerings)

Goal 9: Achieve National League of Nursing Accreditation

Activities	Who	How	When	Budget
Address all NLNAC findings	Director of Nursing/Faculty	Consultant/training	Fall 2013	\$0.0
Masters of Science in Nursing	VPAA	Raise base salary and advertise in additional resources	Completed fall 2012	Raised base salary
Work on dual enrollment with UCCS and Adams State	Nursing Director	Contracts that allow for dual enrollment have been signed with UCCS and Adams State University. Colorado Mesa	Fall 2012/completed	\$0.0

			University and CSU-Pueblo are working on dual enrollment contracts. We will be expanding these offerings to NM and Northern TX to increase availability or interest for those in the northern NM counties that TSJC serves	
Identify Consultant to help write self-study	LoriRae	Linda Caputi hired to help	Fall 2012, first review taking place	Perkins funded completed
Identify Consultant to conduct mock visit	LoriRae	Upon return develop a list of items to address and check off sheet	Completed Fall 2012	Perkins funded
NLNAC Conference training for self-study	5 people attending, Admin	Assessment system	Completed Fall 2012	STEM funded
Faculty teaching meet criterion (MSN to student ratio)	Nursing Director and faculty	Consultant	Spring 2013	
Self-study writing	VPAA, CTE Dean, Director of Nursing, Consultant, Faculty		Spring 2013	Perkins funded

Goal 10: Increase services to businesses and industry for customized training**Outcome 1:** Increased training opportunities for business, government and public service sector**Outcome 2:** Improve relationships with business and industry**Owner:** Paula

Activities	Who	How	When	Budget
Increase Community Education offerings	WFD	Trinidad summer offering adjacent with NRA	Summer 2013	TBD
Increase Customized training	WFD	Build relationship with WF and businesses, research areas that are known	Summer 2013	TBD
Work in coordination with VPAA to determine training needs	WFD, Deans	Participate in various boards and advisory groups	Ongoing	TBD
		Based on surveys, calls, etc., identify those that could be credit,	Ongoing	
		Work with schedulers to get training planned	Fall 2013	
		Training in basic electronics for the workforce	Fall 2013	
Energy Programming	Deans	Work with Academic Affairs to get programs offered	STEM funding/Institutional	

Educational “Program” Goals both Campuses

Valley Campus: The Valley Campus has needed expansion for several years. This year progress has been made with the donation of sufficient land in an ideal location. However, funds will need to be raised to build and expand.

During the interim period (between now and the ability to move into a new facility) the Campus is limited in ability to expand due to acreage and building space. The initiatives for the Valley Campus are developed to improve during the time we are waiting for a building. Programs offered solely on the Valley Campus will be noted in the heading.

Trinidad Campus: The Trinidad Campus is comprised of buildings primarily from the 1970’s that are in need of repair or remodel. Trinidad Campus, while rich in space, relies on residential students. This results in difficulty to maintain enrollment in areas of community interest.

All Programs will strive to increase customer base and expand marketing efforts.

Art, Music, Theater. Enrollment numbers in Theater and Music have declined recently. The Art department has not had the sufficient full-time faculty to offer the full range of courses required to equip students to enter and succeed in a four-year art program at a sophomore status. At the same time, the Trinidad community has become increasingly “arts oriented.” TSJC has made a commitment to its arts programs (and to the community) by hiring/retaining quality faculty.

The Massari Performing Arts Center, built in 1979, has been the premier location for theatrical and performance events for TSJC and the surrounding communities. However, with little more than annual maintenance over the past 30 years, the Massari is in serious need of updating in order to attract new students and to better serve the needs of the College and community.

Activities	Who	How	When	Budget
Invite possible candidates for the committee and bring them on campus twice per year to discuss needs and enhance curriculum for the Arts	Art, Music, Theatre faculty	Make contacts in the community to seek grant possibilities	Fall 2013	TBD
Develop curriculum for outreach programs	Art faculty	Meet with K-12 students and teachers, and home school students	Ongoing	

Improve Theatre Productions	Dean and Theatre faculty	5 flats built in fall and five in spring	Fall and spring semesters	\$500/semester
Seek grant funding to continue offering Taste of Arts summer program	Dean, Faculty	Funding	Summer 2013	TBD

Administrative Medical Assistant (Valley). This program is relatively new for the campus and continues to grow in participants. This is an area that has the potential to grow and expand in many directions.

Goal 1: to develop Pharmacy Technician program to enhance student employment options and to meet the needs of rural Colorado administrative health and wellness.

Activities	Who	How	When	Budget
Research Pharmacy tech	Faculty, Deans, Business and Industry	Meetings Submit approvals Hire adjunct Develop budget for program	Fall 2013	\$10,000 + adjunct salary (\$24,000)
Set targets for 3 years of enrollment	Deans	Based on industry needs and projections	Spring 2013	NA

Aquaculture (Valley)- The aquaculture program is designed to provide students with skills needed in the areas of fish culture and fish farm management. Because of the lack of fish rearing facilities on campus, the program has partnered with private entities to provide students with the “hands on” experience needed to succeed in this field. The program has prepared students for gainful employment in Colorado’s Parks and Wildlife Department, private facilities, and game and fish agencies in nearby states.

Goal 1: to complete retrofit of campus labs and relocate field labs to enhance course delivery.

Goal 2: to develop partnerships with external agencies.

Activities	Who	How	When	Budget
Develop MOU with Farm to allow moving part of the program	Administrative Affairs, VPAA, President	Meetings	Summer 2013	\$
Retrofit 1 st science lab	Outsourced	STEM funding	Summer 2013	STEM

Retrofit 2 nd Science lab (after removal of Aquaculture) for other sciences including energy	Outsourced	STEM funding	Summer 2013	STEM
Participate in Colorado Parks and Wildlife projects such as the fall salmon and spring walleye spawns	Faculty, Deans	NA	Ongoing	\$(mileage)

Agri-Business (Both) - This program struggled and has been inactive for three years on the Alamosa Campus. The current Agri-Business faculty member will be meeting with advisory committee members, secondary and post-secondary agriculture colleagues, and the CCCS Program Director to revise the existing program to meet Degree with Designation criteria.

Goal 1: to revise, develop and expand existing program.

Goal 2: to develop partnerships with external agencies.

Activities	Who	How	When	Budget
Revise the program to meet the agriculture needs of the area utilizing current technology, production, and holistic management	Faculty, Deans, VPAA	Meetings/collaboration	Spring 2013	NA
Work collaboratively with agriculture leaders in the region	Faculty, Deans, VPAA	Meetings/collaboration	Ongoing	NA
Develop Ag mechanics certificate to incorporate construction, welding, machining, mechanics, and wood working	Advisory Committee, faculty, Deans, High School and 4-year program involvement	Meetings/collaboration	Fall 2013	\$1,000
Increase number of hybrid course offerings	Faculty and Deans	Training faculty, IT	Fall 2013	\$
Market the program(s)	Mkt, faculty, recruiters, advisors	Newspaper, radio, brochures, 4H, FFA attendance	Ongoing	\$3,000

Automotive Technology (Both)-The Alamosa program is located on the Alamosa High School Campus. Trinidad State Junior College failed to renew the NATEF/ASE certification more than 8 years ago during an administration change. The goal is to achieve this certification by the fall 2013 semester. As the automotive labs are not similar between the two campuses, Trinidad State may be required to have tiered certifications due to lab specifications.

Goal 1: to enhance department professionalism by explaining and demonstrating “soft skills.”

Goal 2: to obtain national certification.

Activities	Who	How	When	Budget
Enhance Professionalism	Instructors	Uniforms, Curriculum	Fall 2013	Toolkit
NATEF/ASE Certification	Employ a certification specialist or consultant 250 hours	Develop plan to meet standards	Fall 2013	\$7,500

Addiction Counseling (Valley) - This is a relatively new program on the Valley Campus with much of the curriculum being driven by the Colorado Department of Regulatory Agencies (DORA). Changes are required for the course content. The local curriculum committee has approved these changes and has submitted request to the state curriculum committee for final approval.

Goal 1: to increase number of credentialed faculty.

Goal 2: to increase student internships.

Activities	Who	How	When	Budget
Recruit Credentialed/current faculty or local individuals to be certified as state approved instructors. Having local instructors will allow the program to expand course offerings and ensure compliance with DORA guidelines	Faculty, Associate Dean	State requirements, Curriculum Development and approval	Fall 2013	\$1,000
Establish internship opportunities for students to ensure clinical practice and assure the success of students in obtaining their licensure. These students could also assist as part-time counselors for students entering into the addictions counseling field.	Faculty, Associate Dean	Phone calls, email	Spring 2014	N/A

Business (both) - On both campuses the Business Department is a cluster of business programs that include Management, Office Technologies, and Graphic Design. One of the issues that the three programs face is the lack of being able to offer all required courses in a timely manner so that students can complete a certificate or degree.

Goal 1: to integrate NBEA competencies into the curriculums.

Goal 2: to expand course offerings through hybrid/online courses.

Activities	Who	How	When	Budget
Evaluate current industry skills that would give the student in the program a competitive edge i.e. NBEA Curriculum Guide and others to help merger of program under business	CTE Dean and Associate Dean of Instruction	All faculty in these areas meet with Advisory Committee Group(s)	Spring 2013	
Three new certificate options have been added to this program which includes Small Business Management and Leadership, Business Finance and Communications, and Team Leadership. Goal is to offer the Small Business Management (entrepreneurship to provide retail business aspect of careers) and Leadership certificate to all CTE programs.	Deans, Chairs, faculty	Hire adjunct faculty; expanded course offerings	Spring 2013	
Merge certificates from the Computer Information systems and Office Technology programs to improve cohorts and course offerings.	Deans	Program Approval Revision	Fall 2013	NA
Offer more of the course delivery through online or technology enhanced delivery.	Deans, Chairs, faculty	Hire adjunct faculty; expanded course offerings	Fall 2013	
Increase concurrent offerings and development internships	Mkt, faculty, Deans	Hire adjunct faculty; expanded course offerings	Spring 2013	
Actively recruit students into the program.	Faculty, deans, Mkt., advisors	Marketing, recruiting.	Fall 2013	

Chemistry. Over the last few years, TSJC’s chemistry lab has seen many improvements in the facility and upgrading of equipment through STEM grant funding. However, more upgrading is needed.

Activities	Who	How	When	Budget
Remodel Chemistry labs and storerooms on the Trinidad Campus	HGF Architects Inc. of Pueblo, Kerry Gabrielson, Deb Krumm, Alicia Massarotti	HGF’s Connie Ryan to work with its engineering firm, L. Mantelli, Kerry Gabrielson, Alicia Massarotti, Deb Krumm to complete construction	Oct - Dec, 2012 – HGF to complete permitting process and meet other State regulations required to begin construction Jan – Sept, 2013 – complete remodeling	STEM grant funding

Computer Network Technology (Valley) - This program is in transition due to the advisory committee recommendation to focus on producing a technical support person with well-rounded skills who could grow into a network expert.

Goal 1: to restructure program that will meet requirements for articulation agreements for secondary students to TSJC and from TSJC to universities (2+2+2).

Activities	Who	How	When	Budget
Reorganize and develop space/equipment	Associate Dean of Instruction, VPAA	Work with IT	Immediately	\$2000
Hire new full-time faculty member to increase enrollment for the certificate program	HR, VP and Deans, President	Hire full-time faculty	Fall 2013	Completed
Revise and Strengthen articulations with High Schools	Deans, HS, VPAA	Revise MOU	Fall 2013	\$500
Market program options	Deans, VPAA, Mkt.		Fall 2013	\$500

Construction Technology (Valley) - This program has strong participation from the area secondary schools. A mini-certificate option has been approved so that secondary students will have the opportunity to complete their high school education with a college certificate.

Goal 1: to increase secondary student certificate completion.

Goal 2: to obtain national certification of program.

Activities	Who	How	When	Budget
Expand services to include B&I in both service areas	Instructor/AA and AA Leadership	Work with WFD	Fall 2013	
National Center for Construction Education and Research Certification (NCCER)	Dean of CTE, Associate Dean of Instruction, Faculty	Purchase educational materials from NCCER; faculty to be NCCER certified	Fall 2014	\$5000
Promote secondary certificate	Mkt, faculty, recruiter, advisor Collaboration with secondary schools	Brochures and DegreeWorks	ongoing	\$200

Criminal Justice (Both)-This program has struggled on both campuses. However, if moved to a online, hybrid format and co-seated with traditional students, it is expected to grow.

Goal 1: to offer full AAS Criminal Justice curriculum over a four semester period.

Activities	Who	How	When	Budget
Develop hybrid and online courses	Curriculum developer and faculty	Hire adjunct faculty; expanded course offerings	Fall 2014	\$45000 annually

Diesel Technology (both) - The Diesel Program on the Alamosa campus is piloting technology enhanced curriculum through an Immersive Learning grant. The computer program aids in assessment of student learning and may be integrated into the other Trades and Industry programs if the results prove beneficial.

Goal 1: to enhance department professionalism by explaining and demonstrating “soft skills.”

Goal 2: to increase employment opportunities with possession of CDL Class B permit; to counsel students who are not able to obtain permit.

Activities	Who	How	When	Budget
Integrate professionalism by requiring uniform shirts.	Faculty will report on the benefit and outcomes	Required of students. May be funded through a grant	Fall 2013	NA
All students will be required to complete a background check	Deans, Advisors	Admission Requirement Students unable to pass a background check or unable to obtain the permit will be required to sign an official waiver form acknowledging their limitations on job placement	Fall 2013	NA
All students will obtain a Class B driving permit.	Dean, Faculty, Advisors	Students show proof of permit	Ongoing	NA

Developmental Education (Both) - The Developmental Education Task Force (DETF) is charged to review developmental education practices throughout the Colorado Community College System (CCCS) and make recommendations on what steps the system will take to become the premier purveyor of developmental education in more streamlined and efficient ways, resulting in greater student success.

It has been shown that the more levels of developmental courses a student needs to go through, the less likely that student is to complete college English or Math. The DETF has a goal of determining how to move students as quickly and effectively through their first college level course. Some of the possibilities that are being explored include: compression models that combine existing levels of coursework, mechanisms for by passing remedial levels, mainstreaming students into college-level courses, integrated reading and writing courses that replace multiple separate levels of reading and writing, pre-statistics courses that replace the traditional algebra sequence, and contextualized learning particularly in career and technical programs. The College also received an energy grant that incorporates the changes within developmental education to meet the state guidelines

With the mandate that we can no longer award financial aid for the 030 class, a short term strategy was developed. However long term goals need to be set with the new national emphasis toward fast tracking students through developmental to, hopefully, improve completion rates. This will be a priority in all three areas; reading, writing, and math.

- Pilot accelerated course models
- Prepare for Developmental Curriculum re-design to be fully implemented Spring 2014

Activities	Who	How	When	Budget
Academic year “boot camps”	Dev. Ed. math faculty	1-credit courses to assist students to test into higher level math courses	Week before the start of the Fall and Spring semesters	STEM funding
Summer Bridge programs	Math and Science faculty	Week-long half day refresher courses for student enrolled at TSJC	Summer 2013	STEM funding
Training for re-design of Dev. Ed. curriculum	Dean and Dev. Ed. faculty	To be determined by the System Dev. Ed. Task Froce	Summer 2013	TAA grant funding

Early Childhood (Both)-TSJC recently received national certification through National Association for the Education of Young Children (NAYEC). Nationally there is a movement to require a baccalaureate degree for childcare workers. While this is not an immediate need, TSJC needs to plan for a nationally initiative.

Goal 1: to ensure all students have passed background checks.

Goal 2: to identify completion of all earned certificates.

Goal 3: to participate in state discussions of baccalaureate requirements.

Activities	Who	How	When	Budget
Require that all students complete a background check prior to enrollment	Faculty, Deans, Advisors	Use current processing, fingerprinting	Upon enrollment in first semester	Student funded
Ensure that we meet the Degree with Designation requirements for transfer options	Faculty	Travel		\$1000
Ensure that students are noted as completers for each certificate earned. Students who are working on their Associate of Applied Science Degree often fail to apply for the certificate options they have earned which will enhance their employment options as verified on their transcripts and will also improve	Registrar, Advisors, faculty	Degree works, SQL		\$1000

the performance metrics of this program.

Participate in state discussions about future adoption of the bachelor's program to see if this is an option for a community college.	VPAA, Dean of CTE, Associate Dean of Instruction, faculty	Faculty conferences, Degree with Designation meetings.	Mileage
---	---	--	---------

Education: Enrollment numbers in Education have declined recently. We have the opportunity to attract more students entering the Teacher Education program by offering the required Intro to Education course via face-to-face and online. The online course will enhance enrollment as the course is not currently offered outside of the Trinidad campus. TSJC has a partnership with Teacher Education Department at Adams State University in Alamosa. Through offering the Intro to Education online course, students would be able to complete all courses in the transfer curriculum at TSJC.

Activities	Who	How	When	Budget
Offer the courses online to increase enrollment	Education Faculty	Offer EDU, both campuses	Spring 2013, fall for online	\$0.0
Work with our recruiter to promote the Education program during high school visits and promotional functions.		Offer more classes to EDU students		Marketing Dept.
Increase the Education instructor to full-time	Dean	Market Program	Fall 2014	
Create brochure and promote program at high schools and other functions	Recruiters			Marketing Dept.

Emergency Medical (Both)-National Registry is adding requirements to this program. It is estimated that requirements will be 2 credit hours of instructional content. The program approval will be revised when the formal requirements have been announced.

Goal 1: to increase continuing education offerings.

Goal 2: to increase enrollment in Intermediate Emergency Medical certificate to meet the regional needs of advanced emergency personnel.

Activities	Who	How	When	Budget
Revise fee structure	Lynette	System Office	Spring 2013	\$0.0

Add additional full-time faculty to expand community service offerings	WFD	Department Chair to schedule offerings as needed in both service areas	Fall 2012	Completed
Increase enrollment in Intermediate EMS certificate option.	Mkt, Deans, faculty, advisors	Review completion data of students who have earned Basic EMT certificate over last 5 years; identify training needs of agencies in service area	Ongoing	

English. TSJC's English department is well established. With recent 'smart classroom' technology, more internet resources have been incorporated into the curriculum.

Activities	Who	How	When	Budget
Increase retention within classes				
Increase those who successfully progress and pass the next level	English faculty and STEM faculty interested in cross disciplinary efforts	Use real-life examples from other disciplines as subjects for papers – include visits from scientists, etc.	Fall and Spring semesters	STEM grant funding

Gunsmithing (Trinidad) - The Gunsmithing program prepares students for employment as a gunsmith, providing a broad based educational experience. As the oldest program in the nation, Trinidad State is the academic leader and has both a local and national advisory committee. Beginning spring 2013 all students must go through an application process as the department is limited by space and equipment. The plans are to expand this program into underutilized labs; increase program offerings through expanded delivery hours and certificate options (1st & 2nd years).

Goal 1: to complete lab remodel.

Goal 2: to increase enrollment and completion rates.

Activities	Who	How	When	Budget
Lab 1 relocation-repair shop	Physical Plant	Remodel existing labs	Spring 2013	Completed
CNC lab	Physical Plant	Remodel existing lab	Spring 2013	Completed
Fine arts area	Physical Plant	Chairs/Lights/engraver	Spring 2013	Perkins fund-

				engraver \$20,000 NRA funds \$3,500 for chairs and lights
Increase completion rates	Faculty, Advisor, Dean of CTE	Competitive Enrollment Process	December 2014	
Increase in enrollment through offering two cohorts for semester one in the fall semester	Vice Presidents Dean of CTE Advisor, Mtg.		Fall 2013	

Heavy Equipment (Trinidad) - The enrollment in this program has decreased with the decline in gas production and does not have a permanent site location for field work. The goal is to complete a cost analysis and environmental scan to determine the regional needs and potential program growth.

Goal 1: to complete environmental scan; to secure equipment needed to meet the needs determined from environmental scan data.

Goal 2: to increase completion rates.

Activities	Who	How	When	Budget
Pending the results of the cost analysis and environmental scan, TSJC needs to access whether this program should continue to offer for credit hour or to move to a continuing education	VPAA, Dean of CTE Workforce	Environmental scan	Spring 2013	TBD
Integrate professionalism by requiring uniform shirts.	Faculty will report on the benefit and outcomes	Required of students. May be funded through a grant	Fall 2013	NA
All students will be required to complete a background check	Deans, Advisors	Admission Requirement Students unable to pass a background check or unable to obtain the permit will be required to sign an official waiver form acknowledging their limitations on job placement	Fall 2013	NA
All students will obtain a Class B driving permit.	Dean, Faculty, Advisors	Students show proof of permit	Ongoing	NA

Line Technician (Trinidad)-As with many of the Career and Technical Education programs, up-to-date equipment is critical for the continued success of this program. Partnerships with industry are necessary to off-set the cost of equipment, such as a bucket truck, backhoe, and trencher for each campus. Storage of equipment and tools in a secure area is also a necessity.

Currently both programs (Trinidad and Colorado Springs) have strong alliances with the energy companies in their respective area. While those alliances must be maintained, new alliances must be sought and solidified for the continued success and possible expansion of these two programs. Recruitment of qualified instructors is also a concern since this is such a specialized field. The pay for instructors does not attract a qualified pool to draw from. Retirees appear to be a great alternative to provide quality training in this area. The TAA Energy grant provides an Instructional Designer, Career Coach, Data Research, and Grant Coordinator positions through the fall 2014 semester. This team is working with the Developmental Education Task Force to increase enrollment in energy fields for those who fit within the Developmental Education, displaced, or unemployed statuses. This grant provided \$165,000 of equipment. Faculty members, TAA members, and administration have been meeting on a regular basis to support the grant initiatives and to better align the two programs.

Goal 1: to increase collaboration between the two sites for curriculum alignment, online course development, and continuing education training

Goal 2: to secure classroom site for program in Colorado Springs.

Activities	Who	How	When	Budget
Meet jointly to help support each other and bring competencies into alignment.	Dean, Assessment Coordinator	Conduct meeting to map student learning outcomes to program goals and program mission.		NA
Expand offerings to include continuing education to assist industry in keeping personnel trained.	Director, Dean, Industry Partners, Chair, VPAA	Meet with Industry partners in Advisory Committee meeting to develop, use site/equipment during summer when program not in session		\$5000
Find a new classroom site for RMLT.	Director, Dean, Facilities, VPs	Facilities, PPCC, TSJC leadership, New MOU, Modular, sewer, water		\$100000
Expand online offerings: Applied Principles and Calculations, hybrid Safety and Certifications	LT and Developmental Education faculty, Dean, Director	D2L, Identify Concepts Faculty, Dean, and Instructional Designer develops and approves		Grant funded

Long Term Care (Both) - Part of this Certificate is the C N A certificate preparatory work for the C N A certification, because of its short duration, gives students a chance to enter the workforce in a very short period of time. TSJC offers CNA classes at various high schools around the Valley and is being re-introduced on the Trinidad Campus. This gives high school students the opportunity to earn a certificate prior to obtaining a high school diploma. The students from this program can sit for the Certification Exam after successful completion. However due to WIA funding, the enrollment may decrease in the initial coursework. Therefore the larger certificate - LTC certificate may be appealing to students who do not wish to complete the full nursing program.

Goal 1: to meet regional demands for health and wellness in rural Colorado.

Activities	Who	How	When	Budget
Enhance the programs offered on the both campuses to include additional long term care courses and phlebotomy courses	Nursing Director, faculty, Deans	State Curriculum	Fall 2013	TBD
CMA	Nursing Director, faculty, deans	Meet with Nursing home, hospital, hospice, and home health care workers	Fall 2013	\$5000 (both)
Research Phlebotomy	Deans, VPAA, MSN faculty, Nursing Director	Add additional equipment and training	Fall 2013	\$5000 (both)
Expand courses to Walsenburg	Deans, VPAA, MSN faculty, Nursing Director	Find location/ get appropriate equipment	Spring 2014	TBD

Manufacturing (Valley)- (previously woodworking) Manufacturing in wood is delivered off site which makes it difficult to attract a greater number of students. The program is in need of growth in enrollment, completion and improved facilities. The program needs to showcase its students' work, thus participate in local, regional, and national competitions or showings.

Goal 1: to restructure program to meet regional manufacturing needs.

Activities	Who	How	When	Budget
Reorganize and develop space/equipment	Associate Dean of Instruction	Work with facilities and others	Spring 2013 for partial implementation	

				fall 2013	
Teach out woodworking & transition program into secondary certificate;	Deans, VP, Advisors	Utilize Degreeworks to access needs to teach out postsecondary students	2013-2014	Machining (\$5000-10000)	
Collaborate with Advisory group to develop classes for Agriculture Mechanics; Continuing Education program	Deans, VP	Advisory committees	Fall 2013	\$0.0	
Facilitate secondary student completion in conjunction with high school graduation.	Deans, VP	Academic Advisors utilizing DegreeWorks with secondary counselors, parents, and students	Fall 2013	\$0.0	

Massage

Goal 1: to expand course offerings through added certificate options and online/hybrid delivery.

Activities	Who	How	When	Budget
Expand the certificate options by adding Herbology, Spa Methods, and Health and Wellness to meet the growing trend of organic/holistic health.	Faculty, Deans	Advisory Committee meetings	Spring 2014	NA
Develop online/hybrid delivery for core Massage Therapy classes. Clinical hours would be met during scheduled sessions allowing expansion of program to individuals who cannot participate in traditional instructional delivery.	Faculty, Instructional Designer	Exploration of on-line/hybrid allowing the instructor time to research, create, deliver CE to individuals in the field.	Spring 2014	\$3000

Math/Science Department. TSJC’s math/science department has been fortunate to receive additional funding over the past few years from a federal STEM grant. This has resulted in significant updating of labs and technology.

Activities	Who	How	When	Budget
------------	-----	-----	------	--------

Expand hybrid and online offerings	Math faculty	*Offer College Algebra online *Do some course redesign using MyMathLab software for homework and tutorial purposes. *Explore a hybrid or 'flipped classroom' format for on-campus math/science courses	Fall and Spring semesters	STEM grant funding
Online/hybrid	STEM faculty	*Testing and adapting new online products to create online labs *Adapting biology classes to online and hybrid formats	Fall and Spring semesters	STEM grant funding
New course offerings	STEM faculty	Courses to be submitted and approved by Academic affairs	Spring semester	STEM grant funding
Remodel and equip geology/general science lab in Davis 203	HGF Architects Inc. of Pueblo, Senior Administration and STEM Directors	HGF's Connie Ryan to work with its engineering firm, L. Mantelli, senior administration, STEM Directors to complete construction	Oct - Dec, 2012 – HGF to complete permitting process and meet other State regulations required to begin construction Jan – Sept, 2013 – complete	STEM grant funding
Increase STEM enrollment	STEM Academic Coaches	Mentoring (see retention section for details)	Duration of STEM grant	STEM grant funding
	STEM tutors	Offer additional STEM grant-sponsored tutoring in STEM courses	Duration of STEM grant	STEM grant funding

Precision Machining. The precision machining program is a two-semester certificate program. The program is a combination of classes that offer “hands on” experience in general machining practices with emphasis on Engine Lathe, Mill, CNC, and CAD/CAM. This program meets the needs for technicians that can adapt to a continually changing automated environment.

Goal 1: to complete lab remodel.

Goal 2: to increase enrollment and completion rates.

Activities	Who	How	When	Budget
Update the Precision Machining curriculum	Deans, faculty	Due to technological advancements in computer technology and CNC/Robotic machinery, it is imperative that the program promote this	Fall 2013	NA
Align the machining program with the gunsmith candidate needs to provide a pathway for those students into an area that is aligned with the needs of their program of interest.	VPAA, Deans, faculty	Review the common competencies and entrance pathway for student who begin in Machining and transfer into Gunsmithing	Ongoing	NA

Occupational Safety and Health (Both,OL)- This program will have an accreditation review by ABET (Accreditation Board for Engineering and Technology) in the 2013 academic year. This program has had declining enrollment in recent years. The curriculum has been reviewed with the advisory committee and proposed changes will be submitted through the local and state curriculum committees.

Goal 1: to expand enrollment.

Goal 2: to increase articulation to universities.

Activities	Who	How	When	Budget
Expand enrollment in target areas	Coordinator, Dean of CTE, Marketing	Develop a marketing plan that will research local, regional, international and military personnel, Offer prerequisites for university requirements	Ongoing	\$5,000
Develop articulation agreement between institutions	VPAA, Coordinator, Dean of CTE	Increasingly universities are recommended this online	Ongoing	NA

program. TSJC needs to build a mutually beneficial collaboration with these colleges

Renewable Energy (new for both). The Valley Campus is situated in an area where solar power industries are constructing different types of solar energy generating facilities. Trinidad and Walsenburg are located on geothermal beds, and many wind farms are planned in southern Colorado. It would behoove the institution to develop programs or amend a current existing program to add a renewable and green curriculum to the current offerings. This Curriculum will begin as Customized Training and based on need, transition to a credit bearing program (see WFD section).

Goal 1: to revise current Environmental Engineering program.

Activities	Who	How	When	Budget
Hire Workforce Development Director			Spring 2013	Completed
The WFDD will meet with construction, and science areas should meet with some of the solar power industries coming into the area to determine demand				
Work on partnering and developing a curriculum to meet the needs of the industry as it is related to gainful employment in construction and other fields that require expertise in this area.				
Join state and local groups involved in energy development				
Develop courses in the identified initial track based on the NABCEP competencies by Fall 2013 (see WFD section).	WFDD, Deans, Curriculum Developer			

Welding (Both)-. The enrollment on the Trinidad Campus has doubled and currently two labs are being utilized to meet the program needs. A review is being conducted to see the possibilities of enlarging one lab to accommodate all of the welding program needs

Goal 1: to enhance department professionalism by explaining and demonstrating “soft skills.”

Goal 2: to increase employment opportunities with possession of CDL Class B permit; to counsel students who are not able to obtain permit.

Activities	Who	How	When	Budget
The Alamosa Campus has requested a virtual welder to enhance learning through repair and design curriculum.	Perkins Committee	Submit to Perkins grant	Spring 2013	\$49,000
Integrate professionalism by requiring uniform shirts.	Faculty will report on the benefit and outcomes	Required of students. May be funded through a grant	Fall 2013	Toolkit
All students will be required to complete a background check	Deans, Advisors	Admission Requirement Students unable to pass a background check or unable to obtain the permit will be required to sign an official waiver form acknowledging their limitations on job placement	Fall 2013	NA
All students will obtain a Class B driving permit.	Dean, Faculty, Advisors	Students show proof of permit	Ongoing	NA

Enhancing Quality Standards (CQI)

In the previous section, this plan detailed how TSJC is working on maintaining existing academic standards to insure that students are adequately prepared for the next stage of their education or for the workplace. However, in order to raise standards even higher, TSJC is examining the quality standards that will insure that a TSJC graduate can be proud of the education they have received.

- **Rigor.** In light of the new focus by the Department of Education and the Higher Learning Commission on credit/contact hour to help establish a mechanism to review rigor, TSJC is working on a data report to help support this accountability and to review what is happening in the college's courses. College should be challenging, engaging, and rewarding. If it is not of adequate challenge, then the mission of the College is in jeopardy. The Colorado Community College System (CCCS) has designed a plan to declare an academic program preference at the associate degree level, thereby promoting retention and completion. This will result in a broadening of educational requirements for students, especially in the transfer programs. However, with the new emphasis on contact hour and the calculation for approval by the DOE for programs based on the contact hour, rigor may be hard to achieve in many programs. The process for tracking and analyzing the impact will begin immediately.

SECTION II (years 2-5) Academic Years 2014-2018

- I. The College will conduct an Environmental Scan
- II. Based on data, begin looking at programs for viability, currency, demand, and looking at completion, placement, and retention to determine modification, retention, inactivation, or expansion.
- III. Based on faculty/staff input, along with input from administration, and external stakeholders, the limitations of each campus and priorities are as follows:
 - Build a new building for the Valley Campus, in the next 5 years, to provide needed classroom space. Trinidad State Junior College has requested capital construction funds for the Valley Campus expansion project. The Valley Campus, with the exception of the current year, has experienced a dramatic student enrollment increase over the last 10 years, leading to extreme space constraints, especially in laboratory space(Student Success, Operational Excellence).
 - Based on data, on both campuses begin looking at programs for viability, currency, demand, and looking at completion, placement, and retention to determine modification, retention, inactivation, or expansion.
 - Develop an Institutional Research Department to assist with the transition to the Open Pathway Accreditation system and to develop consistent reporting for the college.

Assessment of Student Learning

TSJC recognizes that assessment of student learning is an essential component of the College's effort to evaluate overall institutional effectiveness.

Goal 1: To maintain high quality academic programs through assessment of student learning outcomes.

- **Outcome 1:** Academic programs will participate in structured professional development opportunities in order to improve student learning, teaching effectiveness, and program improvement planning.
- **Outcome 2:** Faculty will continue improving annual reporting and multi-year program review processes.

- **Outcome 3:** TSJC will improve systematic data collection related to student learning outcomes (course), program outcomes, and general education outcomes.

Activities	Who	How	When	Budget
Offer EDU 260 “Adult Learning & Teaching” to all faculty every Fall	All supervisors and	Strongly encourage all faculty with lack of teaching or education background to complete EDU 260	AY14-18	Personal, or TSJC Foundation
Continue to enhance communication and professional development related to teaching and learning, assessment planning, data collection, reporting, and using the results to establish effective improvement plans.	Academic Affairs Team President’s Staff	Relocate ‘Lifelong Learning Academies’ from Student Success Center to Academic Affairs Offer 3-credit course release time (x 2 semesters) for a faculty member to act as “Coordinator” of the “Lifelong Learning Academies” professional development series for 1 AY.	Fall 2013	Perkins and faculty professional development fund
Create TSJC institutional assessment report to compare campus-wide learning outcomes and general education trends	Assessment Coordinator IR Deans VPAA	Utilize all annual program assessment reports to generate institution-wide assessment report	Spring 2014	N/A
Continue to improve systematic data collection related to student learning outcomes (course), program outcomes, and general education outcomes.	Assessment Coordinator Deans Program Chairs Program Faculty IR	Revise and update General Education rubric from 3-criterion to 5-criterion model	Spring – Fall 2013	See “Assessment Budget”
Continue to improve outcomes review processes and improvement planning.	Assessment Coordinator VPAA	Assist program faculty and Chairs to collect and analyze data, implement five-year program and professional plans, update assessment plans (as needed), report on findings, report on the assessment action plan and status	AY14-18	N/A

Activities	Who	How	When	Budget
------------	-----	-----	------	--------

Goal 2: To promote high quality student services through learning outcomes assessment.

- **Outcome 1:** Student Services will demonstrate effectively use of TracDat assessment management software to improve data collection, data management, and reporting.
- **Outcome 2:** Student Affairs staff will demonstrate improvement in knowledge and outcomes review processes and improvement planning.

Activities	Who	How	When	Budget
Assessment Coordinator will train grant managers, student services staff to utilize TracData assessment management software to report learning outcomes results.	Assessment Coordinator STEM SSS/TRIO Nursing Perkins	Training and professional development	Summer/Fall 2013	N/A
Continue to improve outcomes review processes and improvement planning.	Assessment Coordinator Vice President of Student Affairs	Assist staff and VPs to collect and analyze data, implement improvement plans, update assessment plans (as needed), report on findings, report on the assessment action plan and status	AY14-18	N/A
Provide increased opportunities and venues for sharing assessment-related data, information, and outcomes with the public, students, and all TSJC faculty and staff.	President VPAA Vice President of Student Affairs Deans Assessment Coordinator	Improve support for presentations and sharing of information at staff and faculty Assessment Days (December and July annually), in-services, the ALTITUDE Conference, Advisory Committee meetings, TSJC and community Career EXPOs, and other formal and informal venues.	AY14-18	\$5000

Activities	Who	How	When	Budget
------------	-----	-----	------	--------

Goal 3: To promote high quality Administrative Affairs through learning outcomes assessment.

- **Outcome 1:** Administrative Affairs will demonstrate effectively use of TracDat assessment management software to improve data collection, data management, and reporting.
- **Outcome 2:** Administrative Affairs staff will demonstrate improvement in knowledge and outcomes review processes and improvement planning.

Activities	Who	How	When	Budget
Assessment Coordinator will train administrative affairs staff to utilize TracData assessment management software to report learning outcomes results.	Assessment Coordinator VPAdm. Affairs Adm. Affairs Staff	Training and professional development	Summer/Fall 2013	N/A
Continue to improve outcomes review processes and improvement planning.	Assessment Coordinator Vice President of Administrative Affairs	Assist staff and VPs to collect and analyze data, implement improvement plans, update assessment plans (as needed), report on findings, report on the assessment action plan and status	AY14-18	N/A
Provide increased opportunities and venues for sharing assessment-related data, information, and outcomes with the public, students, and all TSJC faculty and staff.	President VPAA Vice President of Administrative Affairs Vice President of Student Affairs Deans Assessment Coordinator	Improve support for presentations and sharing of information at staff and faculty Assessment Days (December and July annually), in-services, the ALTITUDE Conference, Advisory Committee meetings, TSJC and community Career EXPOs, and other formal and informal venues.	AY14-18	\$5000

Activities	Who	How	When	Budget
Goal 4: To promote a culture of continuous quality improvement.				
<ul style="list-style-type: none"> Outcome 1: Academic, educational support, and administrative affairs programs will utilize data for priority-setting. Outcome 2: TSJC staff and faculty will effectively communicate and share learning outcomes assessment data with one another 				
Activities	Who	How	When	Budget
Improve processes related to using data for priority-setting and decision-making	VPAA Vice President of Administrative Affairs Vice President of Student Affairs Assessment Coordinator	Assessment Coordinator will assist program faculty, staff, and VPs to collect and analyze data, and use that data to implement improvement plans	Summer 2013 - Fall 2017	N/A

Goal: Career and Technical Education Institutional to meet the 2011-2012 State Performance Goals. The Performance Metrics for Trinidad State Junior College as in comparison to other community colleges in Colorado indicates the following statistics for the 2010-2011 Academic Years:

- PS1 (Postsecondary) Technical Skill Attainment (-5%)
- PS2 (Postsecondary) Certificate or Degree Completion (-5%)
- PS3 (Postsecondary) Student Retention (-2.5%)
- PS4 (Postsecondary) Student Job Placement (+1.2%)
- PS5 (Postsecondary) Non-Traditional-to-Gender Participation (-6.5%)
- PS6 (Postsecondary) Non-Traditional-to-Gender Completion (-8.5%)

- **Outcome 1:** Increase PS1 Technical Skill Attainment by 1% each year
AY 14 (Academic Year) to 56%
AY15 to 57%
AY16 to 58%
AY17 to 59%
AY18 to 60%
 - **Outcome 2:** Increase PS2 Certificate or Degree Completion by 1% each year for:
AY 14 to 56%
AY15 to 57%

AY16 to 58%

AY17 to 59%

AY18 to 60%

- **Outcome 3:** Increase PS3 Student Retention by 0.5% each year for:

AY 14 to 43.5%

AY15 to 44.0%

AY16 to 44.5%

AY17 to 45.5%

AY18 to 46.0%

- **Outcome 4:** Maintain PS4 Student Job Placement

AY 14 at 96.5%

AY15 at 96.5%

AY16 at 96.5%

AY17 at 96.5%

AY18 at 96.5%

- **Outcome 5:** Increase PS5 Non-Traditional-to-Gender Participation by 1.25 % each year for:

AY 14 to 12.75%

AY15 to 14.00%

AY16 to 15.75%

AY17 to 17.00%

AY18 to 18.75

- **Outcome 6:** Increase PS6 Non-Traditional-to-Gender Completion by 1.75% each year for:

AY 14 to 7.75%

AY15 to 9.50%

AY16 to 11.25%

AY17 to 13.00%

AY18 to 14.75%

Activities	Who	How	When	Budget
Review assessment, curriculum, labs, equipment, and professional development on a yearly basis	VPAA, Deans, Faculty, Perkins Committee, Assessment Coordinator	Comprehensive annual reviews	Spring review each academic year	\$500
Transition to a completion funded model; review all potential completers	VPAA, VPSA, Deans, Registrar, Institutional Research, Advisors, faculty	Utilize CTE Completion Data Reporting cycle to review completer files before submission to Colorado Department of Education	Data reviewed by this team as noted in annual timeline	\$0.0
Train faculty and staff to identify at-risk students who may need supplemental services to be successful in higher education	VPAA, VPSA, Deans, Advisors, Student Success Student, faculty, data specialist, case managers	Utilize Course Signals and Early Alert systems to provide academic to support students		\$0.0
Implement “professionalism” as a teaching rubric in the assessment process to engage students in being self-aware of their soft skills	Job Placement Coordinators, Deans, Faculty, Advisory Committees, Colorado Workforce Centers	Train faculty and staff on how to identify weak soft skills and how to integrate professionalism into academic activities	Each semester, each CTE program	\$0.0
Improve non-traditional-to-gender participation by facilitating a “culture change” that includes all levels of support to help students break the gender barriers that exist.	VPAA, Deans, Faculty, Marketing, Advisors, Recruitment Specialist, Student Success Center, Advisory Committee, Colorado Workforce Centers	Evidence through posters and media are one step, but TSJC also needs the advisory committees and workforce centers to show students the opportunities and salaries that are available to students who overcome bias	Each semester, each CTE program with a gender dominance	Perkins
College-wide support to meet challenges of classroom participation when classmates who do not support diversity	VPAA, Deans, Faculty, Student Success Center	Evaluate need for diversity training/support	Each semester, each CTE program with a gender dominance	\$0.0

The Colorado Community College System has performance metrics for each Career and Technical Education program and in the following sections deficiencies and an action plan will be included to meet Colorado Performance Goals.

Administrative Medical (Alamosa)-

Goal 1: to meet increasing rural administrative medical needs as we transition to a national medical health care program.

Goal 2: to offer Pharmacy Tech program through a collaborative grant with other community colleges through CCCS.

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -36% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 30%
 - AY15 to 35%
 - AY16 to 50%
 - AY17 to 55%
 - AY18 to 60%
- **Outcome 2:** Trinidad State will increase male student participation from 0% to 14.2% by AY18

Activities	Who	How	When	Budget
Recruit students through secondary concurrent opportunities; through current medical facilities for employees who need to update training to stay current with technology; Polycom to Trinidad Campus for smaller cohort	VPAA, Deans, Marketing, Advisors, Recruiters	Concurrent enrollment; advertising to medical facilities; Polycom to Trinidad	Ongoing	NA
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	Increase budget for FT or adjunct faculty	AY14-AY18	Collaborative grant
Expand labs and offer flexible hours to meet student needs	CFO, VPAA, Deans, Faculty	Remodel labs; adjunct faculty	Fall 2013	Collaborative grant
Provide academic support to male students	Student Success Center, faculty	Recruit non-trad industry leaders to speak to students about	Ongoing	Perkins and Workplace

breaking gender barriers;
Diversity Training

Balance Gender
grants;

Agri-Business (Alamosa)-

Goal 1: to meet rural agricultural training needs at a critical time of climate conditions; to sustain crop production and livestock health with conservation methods in collaboration with the Colorado State University extension office, Natural Resources Conservation Service, U.S. Forest Service, and Department of Agriculture

Goal 2: to promote high quality education that will provide transferability to universities

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets fall within the 43.5-59.9% goal range. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 35%
 - AY15 to 40%
 - AY16 to 45%
 - AY17 to 50%
 - AY18 to 55%

Activities	Who	How	When	Budget
Marketing	VPAA, Deans, Marketing, Advisors, Recruiters	Promote opportunities at TSJC to FFA secondary students through competitions and workshops	Ongoing	\$5000
Develop articulation agreements with universities	VPAA, Deans, Faculty	Collaboration with CSU, CSU-Pueblo and New Mexico State University	AY15	NA
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	Increase budget for FT or adjunct faculty	AY14-AY18	\$25000
Provide academic support to female students	Student Success Center, faculty	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;

Aquaculture (Alamosa)-

Goal 1: to increase student enrollment and fish production with the expanded facilities

Goal 2: to provide students with the opportunity to work with both cold and warm water species

Goal 3: to promote high quality education that will provide transferability to universities

Goal 4: to research possibility of working with endangered species in collaboration with the Colorado Department of Parks and Wildlife and U.S. Fish and Game

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -32% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 40%
 - AY15 to 45%
 - AY16 to 50%
 - AY17 to 55%
 - AY18 to 60%

Activities	Who	How	When	Budget
Marketing	Faculty, Marketing, Advisors, Recruiters	Recruit students through participation in fishing day events; marketing program to students in both urban and rural locations and out-of-state; Join Colorado Fish Culturists Association	Ongoing	Marketing Dept.
Expand labs	CFO, Physical Plant	Add warm water raceways or tanks	AY17	
Develop articulation agreements with universities	VPAA , Deans, Faculty	Collaboration with CSU Pueblo	AY15	NA
Provide academic support to female students	Student Support Services, Job Placement Coordinator	Recruit non-trad industry leaders to speak to students about	Ongoing	Perkins and Workplace

		breaking gender barriers; Diversity Training		Balance Gender grants;
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	Increase budget for FT or adjunct faculty	AY15-AY18	\$15000
Introduce endangered species studies	VPAA, Deans, Faculty	Discuss with the state and federal agencies the possibility of a pilot project for one or two endangered species of fish or amphibians	AY18	\$10000

Automotive Technology (Both)-

Goal 1: to maintain current Performance Metrics statistics as this program is near state target goals

Goal 2: to modernize labs by AY18 and replace existing scanners, alignment tools, add tools required for new model vehicles, etc.

Goal 3: to increase female student participation

Goal 4: to expand course offerings by adding auto body repair on the Trinidad Campus

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY16 and will budget for replacement of equipment AY17-18
- **Outcome 2:** Trinidad State will increase female student participation from 4.6% to 14.2% by AY18

Activities	Who	How	When	Budget
Market	Faculty, Marketing, Advisors, Recruiters	Newspaper, radio, brochures	Ongoing	Marketing Dept.
Repair and maintenance of existing equipment	CFO, VPAA, Deans, Faculty	Budget maintenance of equipment	AY14-16	\$10,000 each academic year
Modernize existing labs	CFO, VPAA, Deans, Faculty	Replacement of equipment	AY 17-18	\$100,000 per campus
Provide academic support to female students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;

Develop auto body lab on the Trinidad Campus	CFO, VPAA, Physical Plant, Dean, Faculty	Purchase equipment; ensure lab has adequate ventilation system for painting	AY16	\$100,000
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	Increase budget for FT or adjunct faculty	AY15-AY18	\$50000

Business (Both)-

Goal 1: to increase student enrollment with expanded course offerings and certificate options

Goal 2: to promote high quality education that will provide transferability to universities

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -60% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 40%
 - AY15 to 45%
 - AY16 to 50%
 - AY17 to 55%
 - AY18 to 60%

Activities	Who	How	When	Budget
Market	Faculty, Marketing, Advisors, Recruiters	Newspaper, radio, brochures	Ongoing	Marketing Dept.
Continue articulation agreements with universities	VPAA , Deans, Faculty	Collaboration with CSU Pueblo and CSU Global; add UCCS and NMSU	Ongoing	NA
Provide academic support to female students	Student Support Services, Job Placement Coordinator	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	VPAA, Deans	Increase budget for FT or adjunct faculty	AY15-AY18

Computer Network Technology (Alamosa)-

Goal 1: to increase student enrollment with expanded course offerings and certificate options

Goal 2: to increase female student participation

Goal 3: to modernize labs by AY18

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -53% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 20%
 - AY15 to 30%
 - AY16 to 40%
 - AY17 to 50%
 - AY18 to 60%

Activities	Who	How	When	Budget
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	VPAA, Deans	Increase budget for FT or adjunct faculty	\$25000
Provide academic support to female students	Student Support Services, Job Placement Coordinator	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants; XXXX
Modernize existing labs	CFO, VPAA, Deans, Faculty	Replacement of equipment	AY 16-17	\$30000

Construction Technology (Alamosa)-

Goal 1: to develop articulation agreements with secondary schools and with Colorado State University Construction Management Program.

Goal 2: to increase female student participation

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -35% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 30%
 - AY15 to 35%

- AY16 to 40%
- AY17 to 50%
- AY18 to 60%

Activities	Who	How	When	Budget
Provide academic support to female students	Student Support Services, Job Placement Coordinator	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;

Cosmetology (Both)-

Goal 1: to maintain current Performance Metrics statistics as this program is near state target goals

Goal 2: to modernize labs by AY17-18 and replace work stations

Goal 3: to increase male student participation

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY and will budget for replacement of equipment AY
- **Outcome 2:** Trinidad State will increase male student participation from 3.4% to 14.2% by AY18

Activities	Who	How	When	Budget
Modernize existing labs	CFO, VPAA, Deans, Faculty	Replacement of equipment	AY 17-18	\$40000
Provide academic support to male students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers	Ongoing	Perkins and Workplace Balance Gender grants;

Diesel Technology (Both)-

Goal 1: to maintain current Performance Metrics statistics as this program has surpassed all but the non-traditional-to-gender state target goal

Goal 2: to modernize labs by AY18 for equipment that will enable work on engines that meet air quality standards; to utilize simulation equipment when feasible

Goal 3: to increase female student participation

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY16 and will budget for replacement of equipment AY17-18
- **Outcome 2:** Trinidad State will increase female student participation to 14.2% by AY18

Activities	Who	How	When	Budget
Repair and maintenance of existing equipment	CFO, VPAA, Deans, Faculty	Budget maintenance of equipment	AY14-16	\$10,000 each academic year
Modernize existing labs	CFO, VPAA, Deans, Faculty	Replacement of equipment	AY 17-18	\$100,000 per campus
Provide academic support to female students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers	Ongoing	Perkins and Workplace Balance Gender grants;

Graphic Design (Both)-

Goal 1: to increase student enrollment with expanded course offerings and certificate options

Goal 2: to modernize labs by AY18

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -50% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 20%
 - AY15 to 30%
 - AY16 to 40%
 - AY17 to 50%
 - AY18 to 60%

Activities	Who	How	When	Budget
Increase internship opportunities for students to obtain career experience	Faculty, Job Placement Coordinators	Develop field sites for internship opportunities	Each semester	NA
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	Increase budget for FT or adjunct faculty	AY14-AY18	\$25000
Expand labs and offer flexible hours to meet student needs	CFO, VPAA, Deans, Faculty	Remodel labs; adjunct faculty	AY14-AY18	\$10000

Gunsmithing (Trinidad)-

Goal 1: to increase student enrollment with expanded course offerings and certificate options

Goal 2: to increase labs by AY

Goal 3: to increase female participation to 14.5% by AY18

- **Outcome 1:** The current status PS1, PS2, PS3 Performance Targets is at a -26% deficiency. TSJC will set the following performance goals for this program to achieve for each target
 - AY 14 (Academic Year) to 50%
 - AY15 to 55%
 - AY16 to 60%
 - AY17 to 65%
 - AY18 to 60%

Activities	Who	How	When	Budget
Expand labs and offer flexible hours to meet student needs	CFO, VPAA, Deans, Faculty	Remodel labs; adjunct faculty	Fall 2013	\$25000
Increase faculty support in the program by adding credentialed adjunct faculty	VPAA, Deans	Increase budget for FT or adjunct faculty	AY15-AY18	\$50000
Offer repair and retail shop	CFO, VPAA, Deans, Faculty	Additional to current repair lab	Spring 2014	\$20000 (includes some retail items)

Heavy Equipment (Trinidad)-

Goal 1: to maintain current Performance Metrics statistics as this program is near state target goals

Goal 2: to modernize equipment by AY15 and offer Customized Training classes as needed

Goal 3: to increase female student participation

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY and will budget for replacement of equipment AY
- **Outcome 2:** Trinidad State will increase female student participation from to 14.2% by AY18

Activities	Who	How	When	Budget
Customized Training	WFD, Faculty	Environmental Scan to offer training during holiday breaks, weekends and/or summer when classes are not scheduled	AY13-14	\$85000
Update equipment	CFO, VPAA, Deans, Faculty	Replacement of equipment	AY 17-18	\$100000
Provide academic support to female students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;

Line Technician (Trinidad)-

Goal 1: to maintain current Performance Metrics statistics as this program has surpassed all but the non-traditional-to-gender state target goals

Goal 2: to offer ongoing Continuing Education courses and online coursework to meet workforce and student needs

Goal 3: to increase female student participation

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY16 and will budget for replacement of equipment AY17-18
- **Outcome 2:** Trinidad State will increase female student participation from 2.3 to 14.2% by AY18

Activities	Who	How	When	Budget
Repair and maintenance of existing equipment (trucks, trailers, poles)	CFO, VPAA, Deans, Faculty	Budget maintenance of equipment	AY14-18	\$20,000 each academic year per campus
Upgrade existing labs	CFO, VPAA, Dean, Faculty	Replacement of equipment	AY 17-18	\$100,000 per campus
Offer Continuing Education/online coursework	VPAA, Dean, Faculty, Instructional Designer	On campus and online curriculum development	AY13-18	\$10,000 + salary; additional expense if poles are purchased
Provide academic support to female students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;

Massage Therapy (Both)-

Goal 1: to maintain current Performance Metrics statistics as this program has surpassed all but the non-traditional-to-gender state target goals

Goal 2: to offer Health and Wellness certificate that will incorporate wellness workshops for college employees as well as community members

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY16 and will budget for replacement of equipment AY17-18
- **Outcome 2:** Trinidad State will increase male student participation from 3.6% to 14.2% by AY18

Activities	Who	How	When	Budget
Health and Wellness workshops/activities	VPAA, Deans, Community Partnerships	Collaborative work with Mt. Carmel and Anshutz Medical Centers	AY14-18	\$20000
Provide academic support to male students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants;

Occupational Safety and Health (Both, OL)-

Goal 1: to maintain current Performance Metrics statistics as this program has surpassed all but the non-traditional-to-gender state target goals

Goal 2: to increase part-time coordinator to full-time status to update curriculum and to improve response time to students

Goal 3: to update all program curriculum; to add video and audio components to updated curriculum

- **Outcome 1:** Coordinator will be changed to full-time status for AY14
- **Outcome 2:** Trinidad State will increase online student head count to 130+ per academic year

Activities	Who	How	When	Budget
Increase coordinator salary from part-time to full-time	VPAA, Dean	Increase budget	AY14	\$45000
Update all program curriculum	VPAA, Dean, Faculty, Instructional Designer, IT	Curriculum review; curriculum development	AY 15-18	\$5000
Market program	Faculty, Marketing, Advisors, Recruiters	Radio, Websites, include marketing to military personnel	Ongoing	Marketing Dept.

Welding (Both)-

Goal 1: to maintain current Performance Metrics statistics as this program has surpassed all but the non-traditional-to-gender state target goals

- **Outcome 1:** Trinidad State will strategically plan for the maintenance of current equipment through AY16 and will budget for replacement of equipment AY17-18
- **Outcome 2:** Trinidad State will increase female student participation to 14.2% by AY18

Activities	Who	How	When	Budget
Repair and maintenance of existing equipment	CFO, VPAA, Deans, Faculty	Budget maintenance of equipment	AY14-16	\$10000
Modernize existing labs	CFO, VPAA, Deans, Faculty	Replacement of equipment	AY 17-18	\$30000
Provide academic support to female students	Student Support Services	Recruit non-trad industry leaders to speak to students about breaking gender barriers; Diversity Training	Ongoing	Perkins and Workplace Balance Gender grants