

Institutional Growth Plan – Fiscal Year 2018

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GOAL: Increase regular faculty positions from 43 (April 2017) to 48 (July 2018).

To strengthen Trinidad State Junior College, it is imperative that we find ways to increase enrollment. One of several key approaches for this will be continued investment of institutional resources into full-time faculty members. To accomplish this goal, seven main strategies have emerged.

Recognize faculty members currently working for Trinidad State for past and ongoing service to the College. The first three strategies focus on promoting stability.

Strategy I. Reassign Faculty Positions.

Attrition has affected a handful of full-time faculty positions at Trinidad State this year. As has become our common practice with *all* vacated positions at the College, careful evaluations are conducted before any hiring decisions are finalized. As examples, positions within the English department are in the process of being filled following a thorough review. At the same time, the Trinidad campus position in Cosmetology is still being evaluated. Clearly, funding for all vacated faculty positions must remain within the full-time faculty classification if we are to meet our goal, but that funding could be shifted to sustain different areas that currently support more students. Disciplines that are in the most critical need of additional faculty will benefit from reassignment of these vacant positions. Actions such as these are important in maintaining and growing the total number of full-time, regular faculty members at the institution, supporting future enrollment growth potential.

Strategy II. Preserve Grant Positions in Instruction.

As Trinidad State faces impending close-outs on three grants over the next several months, it is a top priority of the institution to identify new funding sources to maintain support for any impacted faculty positions. *This will require additional financial commitments by the institution.* This action is not new to Trinidad State, as a Valley campus Biology position transitioned from grant funding to institutional funding in steps over the last several years. This year, similar action will be taken for a Trinidad campus Math position. The administrative positions currently funded by these grants are not as likely to be sustained due to a lack of continuing funds. As you know, the College is actively competing for several substantial federal grants right now, but final funding outcomes will not be known for several months. The personnel impacted by grant close-outs will continue to be supported until the end of the current grant cycles. All necessary notifications have already been dispersed for the administrative positions directly affected by these funding changes. New grants, if received, will be staffed through a competitive application process.

Strategy III. Incentivize Current Faculty.

To avoid salary compression among faculty members, Trinidad State will continue to focus on overall compensation levels, especially as new faculty positions are hired at the College. Several

years ago, the College adopted a faculty pay plan, which included starting salary guidelines based on educational attainment. At the same time, many continuing faculty members received equity adjustments, in part to recognize their years of service at the institution. It is critical to identify and distribute another pool of ongoing funds across the faculty ranks over the next fiscal year to continue progress in salary equity. Similar equity considerations occurred for administrative (exempt) positions at the College over the past several years and will be taken under advisement again this year. An ad hoc salary equity committee, which includes two faculty members and two administrative staff members, has been selected to review salary data for faculty and staff in order to provide recommendations to the Leadership team for further consideration. This work is ongoing.

Review positions currently in place at the College, with potential shifting to increase staffing levels within the faculty ranks. The next two strategies focus on realignment.

Strategy IV. Utilize Natural Attrition.

As administrative and classified positions are vacated, we will carefully consider workloads prior to finalizing future assignments. As mentioned under Strategy I, this has been a common practice at Trinidad State for several years now for *all* vacated positions. Unlike the described actions for faculty vacancies, alternative methods to accomplish administrative and support tasks will be routinely explored. Recent examples include the Tool Room Manager position within the Gunsmithing Department, which is in the process of being filled by temporary, hourly employees, and the Structural Trades II position at the Valley campus, which may be shifted to a contracted, third-party vendor in the near future. These actions will create efficiencies for the institution and result in small pools of funding that could be utilized to support new faculty positions. While carrying out these deliberations, the balance between support services and instruction must be recognized and maintained, as student success is paramount and it is highly dependent on many intangible factors. It is possible that one or more current adjunct instructor positions could be converted to full-time, regular faculty positions, depending on the funding streams that we are able to recover. This would allow us to fully utilize the talents of these individuals.

Strategy V. Fine-tune Administration.

As we have done for several years now, administrative positions at all levels will continue to be reviewed for efficiency and realigned whenever possible. This will allow reinvestment in the institution through the establishment of additional faculty positions and the continued support of the most crucial administrative needs. As an example, the two recruiting positions that are currently being shared with the athletic department at the Trinidad campus will be restructured. This will allow us to hire one full-time, focused recruiter based on the Trinidad campus to complement the full-time recruiter currently based on the Valley campus. This will strengthen our recruiting efforts and, at the same time, allow us to pursue alternative options for the second position. There are several scenarios under consideration, but hiring faculty within specific,

currently under-supported disciplines should lead to an enhanced ability to recruit students and establish higher enrollment levels within those areas. This action should provide an opportunity for increased revenue streams for the institution, but more importantly, would also build our capacity to offer additional instructional opportunities for our students.

Explore alternative sources of revenue through our partnership with the Trinidad State Junior College Educational Foundation. The final two strategies focus on this relationship.

Strategy VI. Leverage Short-term Foundation Funds.

The Trinidad State Junior College Educational Foundation has recently agreed to financially support the addition of a full-time faculty position at the College for the next three years. Another goal for this partnership is to begin the process of increasing transfer degree attainment for students, which has declined at Trinidad State for the past five years. The College is very fortunate to have support such as this from the Foundation. According to enrollment data, three specific areas (Math, English and Science) currently show high student demand and are in the most critical need of additional instructional support. To be successful, the short-term addition of this particular position **must** lead to increased enrollments to create sustainability, translating into long-term viability of the position. Sadly, several other discipline areas at Trinidad State – such as Art, Music, and most of the Humanities – do not enjoy the benefit of support by full-time, regular faculty members. With careful investment in the future, these disciplines would also have great potential to flourish and attract future students.

Strategy VII. Create Long-term Endowments.

The infrastructure for the **first** endowed faculty position at Trinidad State Junior College has already been established through the cooperative efforts of the College, the *Friends of TSJC Gunsmithing* supporters group, and the Trinidad State Junior College Educational Foundation. Upon full funding, this future revenue stream will allow the College to hire an additional faculty position to support the Gunsmithing program *without impacting the current budget*. The additional FTE generated by the department will assist in supporting the entire institution. Once accomplished, this strategy could potentially be utilized again to sustain additional full-time faculty positions, either for Gunsmithing or within other highly-regarded disciplines. This future action, of course, would be greatly dependent on both the discretion of the Foundation and on donor intent. Regardless, the establishment of endowments remains a viable strategy to increase the overall number of full-time, regular faculty positions at the College.