



The Southwest Colorado Education Collaborative

2021-2024 Strategic Plan

Vision, Creation, Design, and Implementation

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Message from the Executive Director

Dear Community Members,

As the founding Executive Director of the Southwest Colorado Education Collaborative (SWCEC) I am excited for the opportunity to cultivate partnerships in our region that will share educational resources to expand student access. For years, our traditional model of education has limited resources to students, often based on their home residence; this new approach encourages our region to share educational resources and creates spaces for students furthest from opportunities to engage in career and post-secondary pathways with future-ready workplace skills.

It takes a village to raise the next generation, and SWCEC's approach brings together stakeholders across our rural area to provide a path that allows our next generation to continue to thrive and grow in our region. Starting from the students we serve to the industry and educational leaders, everyone has a role to play in ensuring our community provides the same resources to all students for their future success.

Our work is to design, implement, and foster shared resources **with** the communities we serve, instead of **for** the communities we serve. In order for our future-forward approach to shift educational resources to a region, it is important that our various community members are always at the design table to provide vision and direction. It is the only way we can grow leadership from the bottom up and ensure all of our communities feel that their voices are heard.

The Southwest region of Colorado has a long, unique history and is home to many cultural identities woven within the fabric of our communities. It is important for SWCEC to recognize and acknowledge these cultural differences while also fostering the shared vision of all students exploring career pathways that interest them and receiving the resources they need to foster viable careers. Our region is fortunate to have some of the most diverse, resilient, and vibrant young adults, and it is our responsibility to ensure they have access to resources that will allow them to grow into the next generation of community leaders that our region needs.

I am fortunate to lead this work as we chart a new map to guide how best to serve students in the Southwest region. I am even more impressed with the many educators, administrators, and industry leaders who are already at the table ensuring the foundation we create for this partnership model is successful. Together we share a collective vision that all students within our Southwest region deserve equal access to opportunities to build their futures. Through our labor we are already building a foundation for a different way to engage in education to support all students. Our team looks forward to continuing this work within our region for the benefit of all students and communities across the Southwest.

Sincerely,
Jessica Morrison

The Southwest Colorado Education Collaborative's Story

In early 2019, a group of educators from five local school districts and two institutions of higher education institutions in Southwest Colorado embarked on a journey to explore the landscape of their region's current rural educational resources. Along the way, they heard the rallying cries from industries hungry for a skilled future workforce and identified that this region was ripe for innovation and creativity. They discovered how rural areas could effectively prepare the future workforce with limited access to educational resources.

Fast forward to 2020 and a global pandemic, which exposed significant fractures within our country and led to unpredicted hardship. The pandemic unexpectedly created an opportunity for the group to transform their discussions into action. After receiving a \$3.6 million dollar RISE grant, the Southwest Colorado Education Collaborative was born. A nonprofit organization supporting five school districts (Ignacio, Bayfield, Silverton, Archuleta County, and 9-R) and two higher education partners (Fort Lewis College and Pueblo Community College) to share resources, build partnerships with industry leaders, and design a path for rural students to engage in relevant career and college pathways.

The approximately 9,000 K-12 students and 2,785 high school students of our region are diverse and under-resourced (46% of all students experience a higher-than-average rate of poverty). The Southwest is home to nearly 10% of the state's Native American population, making up 11% of the region's student population as a whole. SWCEC shares borders with several Sovereign Tribal Nations, including the Navajo Nation, Southern Ute Indian Tribe, Ute Mountain Ute Tribe, and the Jicarilla Apache Nation. Fort Lewis College is the most diverse public liberal arts college in the nation, serving a student body comprised of 53% students of color and over 40% Native American students (the largest percentage of Native American students served nationally by any non-tribal institution).

Understanding the region's demographic makeup and economic needs, SWCEC will strengthen existing career and post-secondary pathways and develop new ones that are available to any student, in any district. This initiative supports school districts in developing deeper partnerships to address common challenges while allowing each district and community to retain its unique identity.

Board of Directors

Archuleta County School District: Dr. Kym LeBlanc-Esparza, Superintendent

Bayfield School District: Dr. K Kevin Aten, Superintendent

Compass College Consulting: Ms. Gisele Pansze, Owner

Fort Lewis College: Dr. Tom Stritikus, President

Pueblo Community College: Dr. Sam Dosumu, Executive Dean

Silverton School District: Dr. Kim White, Superintendent

Southwest Conservation Corps: Mr. Nicholas Olson, Program Manager

Southern Ute Tribe: Ms. Latitia Taylor, Director of Education

Veritas Fine Homes: Mr. Troy Dyer, President

Our Mission

The Southwest Colorado Education Collaborative strengthens diverse communities by providing pathways in career readiness and higher education for students to build 21st- century skills and economically viable futures.

Our Vision

Bringing students' futures to life!

Our Core Values

Student Focused

Empowering students furthest from opportunities to be leaders of their futures

Abundance Partnerships

Cultivating a vision for shared education resources

Adaptable Solutions

Approaching challenges through curiosity and creativity for productive resolutions

Community-Driven

Connecting school districts and industries for regional economic growth

Collective Integrity

Fostering trust through open communication to serve our region

Strategic Planning Process

Work on the 2021-2023 SWCEC Strategic Plan launched in the summer of 2021. Together with the SWCEC Staff and Board of Directors we identified key strategic priorities that would support the foundation, expansion, and sustainability of the new nonprofit.

After initial strategic priorities were in place, the Executive Director formed a subcommittee of board members to review an outline and draft of the strategic plan for feedback. Once feedback was collected and the strategic plan updated, SWCEC requested feedback from key stakeholders across the region for additional refinement.

The key stakeholder groups included:

- Steering Committee- comprised of all superintendents from school districts SWCEC serves
- CTE Teachers- comprised of building trades teachers from all school districts SWCEC serves
- ECI Advisers-comprised of science teachers from all school districts SWCEC serves
- School District Principals-comprised of principals from all school districts SWCEC serves
- School District Counselors- comprised of counselors from all school districts SWCEC serves
- Pathway Leads Committee- comprised of support partners for SWCEC
- Community Based Organizations- local organizations focused on supporting youth in pathways
- Industry Professionals-industry leaders engaged in work based learning offerings through SWCEC

The SWCEC Strategic Plan is the result of a thorough and collaborative process. This plan details the activities and processes SWCEC will utilize to systematically coordinate and align resources and actions with the mission, vision, and core beliefs throughout the organization. The strategic plan will guide SWCEC's work over the next three years to establish priorities, focus resources, strengthen and improve operations and ensure advancement of work toward common goals, intended outcomes, and positive results. To ensure a solid foundation for the nonprofit to expand and support positive collaboration with identified school districts, the SWCEC Strategic Plan will focus on the following five priority areas:

Student Impact

Financial Stability and Sustainability

Stakeholder Engagement

Expansion

Supportive Work Culture

The priority areas listed above were deconstructed and developed into actionable standards, focus areas, and strategies to guide the work of the SWCEC for the next three years. In the following pages all current and future pathways discussed in this plan are designed for career and post-secondary readiness and will be referred to as the pathway. Additionally, the standards of excellence provide a broad goal for the SWCEC to achieve within the specific priority area. The standards of excellence have been broken down into focus areas within each standard. Finally, strategies have been developed within each focus area to serve as the action towards achieving the standard of excellence. The following section methodically dives into each priority area, its standard of excellence, and the focus areas and strategies within it.



Standards of Excellence Overview

Standards, Focus Areas, Strategies

1. **The Southwest Colorado Education Collaborative will work with the community and school districts to support students furthest from opportunities with access to resources and mentorship to create positive, measurable student impact and provide opportunities for future pathways.**

Focus Areas:

(A) Access to work-based learning opportunities

- Provide student experiences that are relevant to workforce industry needs
- Improve students knowledge of hard and soft skills with a specific focus on students furthest from opportunities
- Align curriculum at high school and concurrent enrollment courses to relevant industry needs
- Build and implement a career exploration program for middle school students
- Build and implement a region-wide internship database for students to engage with local industries

(B) Improve access to 2 and 4 year credentials

- Purchase relevant equipment linked to industry needs for students to engage in hands-on learning
- Provide students information and access to college-level classes, industry certifications, micro certifications, and 2 year and 4 year credential pathways.
- Support collaborative opportunities for all school districts to align curriculum, scheduling, and opportunities for equitable access of all resources to students

(C) Build capacity for advising with a personalized lens

- Build and utilize a progress/growth tracker to assess students' growth and progress in tiered classes within a specific pathway, and provide information for intentional feedback and mentorship of students
- Provide support and implementation of relevant advising information to students and families via information nights
- Support creation of school culture of advising in school districts by providing resources and professional development to identified school staff
- Support school districts with cultivating an authentic Individual Career and Academic Plans (ICAP) program that is individualized for every student in pathways and encompassing of cultural norms for diverse student populations
- Identify and implement career interest activities for students to learn about themselves and career options with a specific focus on middle school students who are furthest from opportunities

(D) Providing opportunities for students' voice and choice

- Conduct real-time student feedback sessions after they engage in work-based learning opportunities to identify areas of growth
- Conduct and utilize pre- and post- data collection aligned to objectives of career offerings to understand student interest in pathways and knowledge and skills obtained
- Collect yearly data of student career interests and aptitudes to provide relevant advising and programming
- Support student organizations and advisory panels focused on career interests and cultural inclusivity for students to engage, collaborate, and provide recommendations to the organization

(E) Cultivate a mentorship model with local community and industry leaders

- Cultivate relationships with knowledgeable and experienced faculty, community members, and industry leaders to support mentorship programs with students interested in similar pathways
- Create opportunities for mentors to engage in Inclusivity training to ensure all students are supported in a positive, supportive, and respectful environment
- Provide opportunities for students, with a focus on students furthest from opportunities, to engage in mentorship within pathways with leaders who are representative of their backgrounds

2. The Southwest Colorado Education Collaborative will provide a multi-facilitated sustainability plan to school districts and regional support for new student opportunities.

Focus Areas:

(A) Determine ongoing costs of the nonprofit organization

- Utilize previous budget accrual figures and forecast future budgetary needs to identify the budget costs for continued operation
- Evaluate continued growth needed within the environmental pathway, and identify the budget costs for future years
- Determine additional materials and curriculum required to solidify the budget costs for the building trades pathway
- Identify the costs associated with launching and sustaining a third career pathway
- Establish an effective board governance as it relates to the finances and operations of SWCEC

(B) Assess stakeholder contributions

- Utilize the finalized budget calculations to determine the monetary contribution needed from each school district
- Determine monetary contribution needed by Fort Lewis College and Pueblo Community College for continued pathways support

- Determine cost to industry organizations who engage in the pre-apprenticeship and apprenticeship program

(C) Identify public funding sources

- Research the public funding options offered for work-based learning programs by the local, state, and federal entities
- Conduct a landscape analysis to understand the funding sources each school district already receives
- Identify additional public funding that each school district can receive through our pathways

(D) Identify philanthropic funding sources

- Determine relevant grant funding sources to support work-based learning programs
- Identify foundations interested in supporting work-based learning in rural communities
- Launch and host an annual fundraiser to support our work

(E) Develop a value proposition

- Create a report outlining the additional value added to each school district
- Utilize data from pathways to provide school districts and higher education partners understanding of each pathways growth trajectory
- Conduct an information tour with each school district and higher education board to discuss SWCEC's value as an investment

(F) Develop a Braided & Blended Funding Plan

- Utilize identified philanthropic, stakeholder, and public funding sources to write a braided funding approach
- Organize and disseminate an identified braided and blended funding plan to community members to demonstrate financial transparency
- Leverage partnerships to share staffing and resources to ensure a blended funding approach

- 3. The Southwest Colorado Education Collaborative will focus on stakeholder engagement by: cultivating relationships with industry leaders, providing opportunities to school personnel to grow a culture of advising within their communities and keep community members engaged through various marketing and media strategies.**

Focus Areas:

(A) Establish partnerships with industry organizations and relevant community-based organizations

- Provide CTE teachers opportunities to participate in collective Industry Advisory Committees to refine curriculum and identify current workforce needs
- Identify industry leaders interested in supporting work-based learning opportunities to students

- Support opportunities for staff and industry leaders to engage in Inclusivity training to ensure all students are supported.
- Minimize obstacles for successful student internships by training industry leaders with a specific focus on cultural appropriateness
- Provide strong candidates for internships to industry leaders through relevant coursework, programming, and mentorship
- Share staff and community resources with relevant community based organizations to continue supporting students furthest from opportunities

(B) Grow leadership in school districts

- Provide teacher cohorts opportunities to support direction of programming and offer expertise with student curriculum and preparedness
- Solicit feedback from teachers and school staff to consistently review and refine programming
- Support opportunities for educators to engage in Inclusivity training to ensure all students are supported
- Create and implement professional development focused on advising for counselors and relevant school staff

(C) Launch a branding and marketing campaign

- Provide frequent communication with communities we service via social media, newsletters, monthly articles within local newspapers and updates from specific partners
- Design and launch an informative website for community members to access
- Create social media accounts to regularly share information about upcoming events and relevant news
- Conduct a design competition across school districts for a new logo
- Create and disseminate an annual report with relevant data and information to our communities we service

4. The Southwest Colorado Education Collaborative will focus on an informed, well-planned expansion model by researching and implementing additional pathways, supporting access to additional work-based learning opportunities, and building a foundation of career exploration for younger students.

Focus Areas:

(A) Expand into Future Pathways

- Conduct relevant needs assessment of the region's workforce needs
- Identify at least one additional pathway relevant to the Southwest Region
- Create an organizational plan/approach towards inclusion of new pathways and school districts

(B) Recruitment of students

- Establish partnerships with key community-based organizations that support students in schools for combined activities
- Create and/or engage in clubs for student populations with a focus on students furthest from opportunities within school districts and community to provide work-based learning opportunities
- Create opportunities within middle schools to engage students in beginning career exploration programming

(C) Engage in partnerships with additional school districts

- Identify additional school districts for partnership
- Build a clear path for the inclusion of additional school districts

(D) Provide continued work-based opportunities

- Build and implement a pre-apprenticeship and apprenticeship program for graduating students
- Collaborate with the local Workforce Center to link industry professionals to pathways
- Build summer programming for specific pathways that allow students to engage in and receive mentorship from industry professionals

5. The Southwest Colorado Education Collaborative will engage in building a supportive work culture for SWCEC staff to engage in meaningful work

Focus Areas:

(A) Provide staff support for a safe and effective work environment

- Provide appropriate staff support to ensure a strong work/life balance
- Institute consistent and meaningful staff training in relevant operations and work-based learning areas
- Prioritize investment in growth of employees by supporting a long-range growth plan for each individual employee and offer leadership opportunities to support their plans

(B) Build a positive and inclusive culture

- Embed consistent open dialogue opportunities for staff to provide feedback and express needs to complete their job effectively
- Establish a growth mindset culture through training, feedback, and support of creative thinking
- Identify areas to provide leadership opportunities and decision-making authority from diverse groups

(C) Establish a refinement mindset

- Conduct an annual review of staff and administration with feedback from various stakeholders
- Provide opportunities for learning, reflection, and refinement of career tracks
- Support a culture with structured feedback that allows all voices to be heard and respected

Strategic Plan Framework



Silverton students tour the Phoenix Recycling Center during the ECI Kick-Off Event in August 2021

1. Priority Area: Student Impact

Standard of Excellence: *The Southwest Colorado Education Collaborative will work with the community and school districts to support students furthest from opportunities with access to resources and mentorship to create positive, measurable student impact and provide opportunities for future pathways.*

Focus Area	Strategy	Timeframe	Evidence
1.1: Access to Work-Based Learning Opportunities	A. Provide student experiences that are relevant to workforce industry needs	Ongoing	List of Career X job shadows and consultancy projects
	B. Improve students knowledge of hard and soft skills with a specific focus on students furthest from opportunities	Ongoing	Pre and post surveys and skills competency rubrics
	C. Align curriculum at high school and concurrent enrollment courses to relevant industry needs	2021-2022	Skills competency rubrics

	D. Build and implement a career exploration program for middle school students to access exploration	2021-2022	Career exploration curriculum utilized by school districts
	E. Build and implement a region wide internship database for students to engage with industries across the region	2023-2024	Internship database system utilized by school districts
1.2: Improve access to 2 and 4 year credentials	A. Purchase relevant equipment linked to industry needs to engage in learning	2021-2022	Equipment, scheduling, and maintenance records
	B. Provide students information and access to college-level classes, industry certifications, and micro certifications	2022-2023	Course catalogs and advising sheets utilized by school districts
	C. Support collaborative opportunities for all school districts to align curriculum, scheduling, and opportunities for equal access of all resources to students	2023-2024	Work plan agendas, school calendars, core competencies rubric
1.3: Build capacity for advising with a personalized lens	A. Build and utilize a progress/growth tracker to assess students' growth and progress in tiered classes within a specific career path, and provide information for intentional feedback and mentorship of students	Ongoing	Progress/growth tracker updated by WK Based Learning Manager
	B. Provide students information and access to college-level classes, industry certifications, micro certifications, and 2 year and 4 year credential pathway	2022-2023	Presentation materials, marketing flyers
	C. Support creation of school culture of advising in school districts by providing resources and professional development to identified school staff	2022-2023	Professional development session agendas, advising materials, course catalogs
	D. Support school districts with cultivating an authentic Individual Career and Academic	2022-2023	Curriculum folders, student surveys and

	Plans (ICAP) program that is individualized for every student in pathways and encompassing of cultural norms for diverse student populations		feedback, advising materials
	E. Identify and implement career interest activities for students to learn about themselves and career options with a specific focus on middle school students who are furthest from opportunities	2022-2023	Career exploration curriculum lesson plans and materials
1.4: Providing opportunities for students voice and choice	A. Conduct real-time student feedback sessions after they engage in work based learning opportunities to identify areas of growth	Ongoing	Student survey forms supported with CO Lab feedback
	B. Conduct and utilize pre and post data collection aligned to objectives of career offerings to understand student interest in career path and knowledge obtained	Ongoing	Student survey forms supported with CO Lab feedback
	C. Collect yearly data of student career interests and aptitudes to provide relevant advising and programming	Ongoing	Career interest survey database system
	D. Support student organizations and advisory panels focused on career interests and cultural inclusivity for students to engage, collaborate, and provide recommendations to the organization	2022-2023	School group meeting agendas and attendance trackers
1.5: Cultivate a mentorship model with local community and industry leaders	A. Cultivate relationships with knowledgeable and experienced faculty, community members, and industry leaders to support mentorship programs with students interested in similar pathways	2022-2023	List of mentorship between students and mentors
	B. Create opportunities for mentors to engage in Inclusivity training to ensure all students are supported in a positive, supportive, and respectful environment	2022-2023	Professional development agenda and meeting attendance records
	C. Provide opportunities for students with a focus on students furthest from opportunities to engage in mentorship within pathways with leaders who are	2023-2024	Meeting agendas, student and mentor feedback surveys

representative of their backgrounds



Durango and Silverton CTE teachers engaging in a week-long professional development training in August 2021

2. Priority Area: Financial Stability and Sustainability

Standard of Excellence: *The Southwest Colorado Education Collaborative will provide a multi-facilitated sustainability plan to school districts and regional support for new student opportunities.*

Focus Area	Strategy	Timeframe	Evidence
2.1: Determine ongoing costs of the nonprofit organization	A. Utilize previous budget accrual figures and forecast future budgetary needs to identify the budget costs for continued operation	2021	SWCEC FY 21 & FY 22 Expenditures report
	B. Evaluate continued growth needed within the environmental career pathway,	2021	Primary stakeholder feedback from

	and identify the budget costs for future years		surveys/ FY 21 & FY 22 report
	C. Determine additional materials and curriculum required to solidify the budget costs for the building trades pathway	2021	Primary stakeholder feedback from surveys/ FY 21 & FY 22 report
	D. Identify the costs associated with launching and sustaining a third career pathway	2021-2022	Procurement & implementation Quotes from industry
	E. Establish an effective board governance as it relates to the finances and operations of SWCEC	Ongoing	Bylaws, Board processes, and policies documents
2.2: Assess stakeholder contributions	A. Utilize the finalized budget calculations to determine each school districts monetary contribution needed	2021	School district data, SWCEC budget projections
	B. Determine monetary contribution needed by Fort Lewis College and Pueblo Community College for continued pathways support	2021	IHE data, SWCEC budget projections
	C. Determine cost to industry organizations who engage in the pre-apprenticeship and apprenticeship program	2023-2024	Implementation costs analysis and industry savings analysis
2.3: Identify public funding sources	A. Research the public funding options offered for work-based learning programs by the local, state, and federal entities	2021	Support partner feedback, attend CDE funding workshops, meetings with work-based learning agencies
	B. Conduct a landscape analysis to understand the funding sources each school district already receives	2021	School data obtained from each school district
	C. Identify additional public funding that each school district can receive through our pathways	2021-2022	List of cross reference school data and funding opportunities from CDE
2.4: Identify	A. Determine relevant grant funding	2021-on going	Support partner

philanthropic funding sources	sources to support work based learning programs		recommendations, CDE webinars attendance, List of researched grant opportunities, applications
	B. Identify foundations interested in supporting work-based learning in rural communities	2021-on going	Funder profiles, list of support partner and BOD member recommendations
	C. Launch and host an annual fundraiser to support our work	2022	Marketing materials, attendee rosters, revenue reports
2.5: Develop a value proposition	A. Create a report outlining the additional value added to each school district	2021-2022	Value Proposition Report
	B. Utilize data from pathways to provide school districts and higher education partners understanding of each pathways growth trajectory	2022	School district data and student engagement in career pathways data, career growth trajectory reports
	C. Conduct an information tour with each school district and higher education board to discuss SWCEC's value as an investment	2022	Value proposition report, scheduled meetings, updated MOUs from school districts
2.6: Develop a Braided & Blended Funding Plan	A. Utilize identified philanthropic, stakeholder, and public funding sources to write a braided funding approach	2021-2022	Braided funding plan
	B. Organize and disseminate an identified braided and blended funding plan to community members for transparency of financial operations	2022	Surveys with feedback from stakeholders, braided/blended funding plan
	C. Leverage partnerships with identified organizations to share staffing and resources to ensure a blended funding approach	2022-2023	MOUs established with organizational partners



Ignacio students attend a job shadow with Nunn Construction in September 2021

3. Priority Area: Stakeholder Engagement

Standard of Excellence: *The Southwest Colorado Education Collaborative will focus on stakeholder engagement by: cultivating relationships with industry leaders, providing opportunities to school personnel to grow a culture of advising within their communities, and keep community members engaged through various marketing and media strategies.*

Focus Area	Strategy	Timeline	Evidence
3.1: Establish partnerships with industry organizations and relevant community based organizations	A. Provide CTE teachers opportunities to participate in collective Industry Advisory Committees to refine curriculum and identify current workforce needs	2021-2022	Advisory Committee Meeting agendas
	B. Identify industry leaders interested in supporting work-based learning	2021-on going	List of industries participating in

	opportunities to students		work-based learning opportunities
	C. Support opportunities for staff and industry leaders to engage in Inclusivity training to ensure all students are supported.	2021	DEI professional development agenda and participant lists
	D. Minimize obstacles for successful student internships by training industry leaders with a specific focus on cultural appropriateness	2021-on going	Training materials and curriculum
	E. Provide strong candidates for internships to industry leaders through relevant coursework, programming, and mentorship	2022-on going	List of students engaged in work based learning options
	F. Share staff and community resources with relevant community based organizations to continue supporting students furthest from opportunities	2023-2024	MOUs with organizations in place
3.2: Grow leadership in school districts	A. Provide teacher cohorts opportunities to support direction of programming and offer expertise with student curriculum and preparedness	2021-on going	Professional development agendas and participants lists
	B. Solicit feedback from teachers and school staff about programming to consistently review and refine	2021- on going	Staff feedback surveys and feedback interviews
	C. Support opportunities for educators to engage in Inclusivity training to ensure all students are supported	2021	Professional development agenda and meeting attendance records
	D. Create and implement professional development focused on advising for counselors and relevant school staff	2021-2022	Professional development agenda and meeting attendance records
3.3: Launch a branding and marketing campaign	A. Provide frequent communication with communities we service via newsletters, monthly newspaper	2021-on going	Media materials

	articles within local newspaper and updates from specific partners		
	B. Design and launch an informative website for community members to access	2021	SWCEC website
	C. Create social media accounts to regularly share information about upcoming events and relevant news	2021-on going	List of active posts and media on social platforms
	D. Conduct a design competition across school districts for a new logo	2021	Event agenda and student participation list
	E. Create and disseminate an annual report with relevant data and information to our communities we service	2022	Annual Report



Students participate in a scavenger hunt at Fort Lewis College during the ECI Kick-Off in August 2021

4. Strategic Priority: Expansion

Standard of Excellence: *The Southwest Colorado Education Collaborative will focus on an informed, well-planned expansion model by researching and implementing additional pathways, supporting access to additional work-based learning opportunities, and building a foundation of career exploration for younger students.*

Focus Area	Strategy	Timeline	Evidence
4.1: Expand into Future Pathways	A. Conduct relevant needs assessment of regions workforce needs	2021	Career pathway research report
	B. Identify at least one additional pathway relevant to the Southwest Region	2021	BOD approved career pathway
	C. Create an organizational	2022	Career pathway

	plan/approach towards inclusion of new pathways and school districts		implementation planning document
4.2: Student Recruitment	A. Establish partnerships with key community based organizations that support students in schools for combined activities	2021-on going	List of CBO's and student engagement with SWCEC
	B. Create and/or engage in clubs for student populations with a focus on students furthest from opportunities within school districts and community to provide work-based learning opportunities	2021-on going	List of student clubs, meeting agendas, and sign in sheets
	C. Create opportunities within middle schools to engage students in beginning career exploration programming	2023-2024	Curriculum materials, student feedback surveys
4.3: Engage in additional school district partnership	A. Identify additional school districts for partnership	2022-2023	School district assessment tool and stakeholder feedback surveys
	B. Build a clear path for the inclusion of additional school districts	2022-2023	School district implementation planning document
4.4: Provide continued work-based opportunities	A. Build and implement a pre-apprenticeship and apprenticeship program for graduating students	2023-2024	Pre-apprenticeship and apprenticeship program manual
	B. Collaborate with the local Workforce Center to link industry professionals to pathways	2022-2023	Data of SWCEC alumni working in career industry fields
	C. Build summer programming for specific pathways that allow students to engage in and receive mentorship from industry professionals	2022-2023	Program agendas, curriculum materials, list of industry participants



Bayfield student learns how to use a saw during a job shadow with FCI Constructors in October 2021

5. Strategic Priority: Supportive Work Culture

Standard of Excellence: *The Southwest Colorado Education Collaborative will engage in building a supportive work culture for SWCEC staff to engage in meaningful work*

Focus Areas	Strategies	Timeline	Evidence
5.1: Provide staff support for a safe and effective work environment	A. Provide appropriate staff support to ensure a strong work/life balance	2021-on going	Staff feedback in ED annual review
	B. Institute consistent and meaningful staff training in relevant operations and work based learning areas	2021-on going	Professional development calendar

	C. Prioritize investment in growth of employees by supporting a long range growth plan for each individual employee and offer leadership opportunities to support their plan	2021-on going	Employee goals meeting and review of progress
5.2: Build a positive and inclusive culture	A. Embed consistent open dialogue opportunities for staff to provide feedback and express needs to complete their job effectively	2021-on going	One on one meeting agendas and ED annual evaluation
	B. Establish a growth mindset culture through training, feedback, and support of creative thinking	2021-on going	Professional development calendar
	C. Identify areas to provide leadership opportunities and decision-making authority from diverse groups	2022	Employee annual review and established goals
5.3: Establish a refinement mindset	A. Conduct an annual review of staff and administration with feedback from various stakeholders	2022	Employee annual review
	B. Provide opportunities for learning, reflection, and refinement of career tracks	2021-on going	One-on-one meeting agendas
	C. Support a culture with structured feedback that allows all voices to be heard and respected	2021-on going	Staff meeting and one on one meeting agendas, ED annual review

Final Thoughts

The Southwest Colorado Education Collaborative is excited to launch our three year strategic plan using our mission and vision as a guide. As you can see throughout the plan, our organization strongly values working alongside community members to understand how we can collectively best serve our region's students and families. We hope you will join us on this journey as we work in partnership with local stakeholders to design and implement a more collaborative, resource-sharing approach towards rural education. Thank you for your time, support and trust as we embark on this new and innovative approach towards supporting all students in the Southwest Colorado region.

Sincerely,

The Southwest Colorado Education Collaborative Organization