This document represents the planning efforts of the Student Services Department between Spring 2014 and Fall 2014. There are several events that have brought the department to the goals and strategies outlined in this report, including but not limited to:

- The creation of the Student Success Center/Learning Center in 2009
- The integration of software support including Degree Works, Course Signals and recently, Maxient between 2010 - present
- The coordination of placement testing on both campuses 2009 - present
- The institutional goal to raise the profile of the TSJC Registrar 2012 - present
- The Developmental Redesign Project 2012
- The 2013 Case Management Project
- The 2014 reduction in force that impacted the Student Services Department by two full time advisors and two part time student support specialist
- Frozen positions including the Student Activities Coordinator, Student Life Coordinator and ½ time Recruiter on both campuses
- The introduction of Athletics into the Student Services Department
- Expansion of the institutional scholarship portfolio in 2012

In April 2014, the department came together to discuss how to better serve students with advising needs. Stakeholders including TRiO Staff, Advisors, Admissions, Special Populations, Testing, Intervention and Student Success representatives met to discuss and prioritize the needs for students throughout the institution. In addition to discussion, the group spent a significant amount of time sharing ideas about serving students and sharing information related to software effectiveness.

June 13, 2014 the Student Services Department met to review the 2013-2014 student satisfaction survey, identify needs for the summer and prioritize strategies to prepare for the Fall 2014 year. Each division within the department developed goals and strategies to work on in 2014 – 2015. The information provided by student services staff was shared in the development of the intuitive plan. Between July and early September, the 2014-2015 implementation plan was drafted and refined through a series of committee reviews, edits and feedback from departmental staff. As a result, the emerging TSJC Strategic Plan reflects the goals of the department.

In September 2014, the TSJC Implementation Plan was finalized. At this time, performance goals were identified within the department. The Student Services Plan that follows identifies the departmental divisions, goals and activities planned for the 2014-2015 year.
The department is made up of the following divisions and positions:

The Student Services Department relies on feedback, recommendations and support from staff throughout the institution. The department does this through participation on standing and related committees, partnerships and close communication with the Student Affairs Committee.

The Student Affairs Committee is a standing committee, formed by Trinidad State Junior College to deal with matters relative to campus student life and welfare. It is the responsibility of the Student Affairs Committee and related committees to:

- Conduct hearings on any formal student complaints financial aid appeals and tuition classification appeal
- Review and make recommendations for default prevention, safety prevention, and student communication
- Review and make recommendations for new procedures or policy

The authority of this committee is established by the Trinidad State Junior College President and its duties and actions are advisory in nature. Student Affairs sub committees, including but not limited to the
Financial Aid Appeals Committee, Tuition Classification Appeal Committee and Financial Aid Default Prevention Committee will all be coordinated through the Student Affairs Committee.

Membership of the Student Affairs Committee consist of five persons with the Vice President of Student Affairs, Dean of Students and Director of Financial Aid serving as permanent ex-officio members of the committee. Permanent members of the committee do not count toward the five persons on the committee. Additional members of the committee include faculty and staff from both campuses and one student representative.

An area of concern related to a particular matter being reviewed by the Student Affairs Committee is communicated to the College department most directly involved with or responsible for the area of concern. This communication is typically accompanied by a request for reaction and/or input. Input may be in writing or by conference with the Committee. With this information, due consideration and any available additional information, the Committee makes recommendations to the College Council, Faculty Senate, Administrative Council, Leadership Council and President.

Mission and Vision
Trinidad State Junior College Mission Statement
Trinidad State’s mission is to enrich the lives of our diverse communities by providing quality educational experiences and promoting lifelong learning.

Trinidad State Junior College Vision Statement
Trinidad State’s vision is to adapt to change, embrace diversity and educate for the future.

Core Values
Students First
Student success is our purpose and the focal point of decision making and resource allocation.

Diversity in Community
We value individual attributes, capabilities, and differences and we foster the collaboration and social responsibility that create a vital institution.

Communication
We value professionalism in our interactions and cultivate an open, friendly environment of fairness and integrity on our campuses and in our communities.

Responsiveness
We recognize and act upon opportunities to be innovative, flexible and adaptable.

Lifelong Learning
We are dedicated to providing lifelong learning opportunities that are accessible and relevant for our students, faculty, staff and community members to empower them to achieve their dreams.

Departmental Mission
In addition to the Mission, Vision and Core Values described above, the Student Services Department has developed the following divisional mission statements:

Admissions/Records/Registrar/Institutional Research: The division is committed to helping students have a positive college experience by providing quality customer services, guidance through the admission process and easy access to student records.
Career Services: The division is committed to serving the diverse career development needs of our students by providing career skills development and education in order to be successful in an ever-changing job market.

Financial Aid: The Financial Aid Office is committed to improving customer service by providing information and feedback to students to make sure students are more responsible and knowledgeable of financial aid processes.

Housing: The Housing staff at Trinidad State promotes respectful and supportive learning communities that teach, model and reward an environment that respects social responsibility, promotes health life choices and provides a safe environment for learning.

Recruiting: The TSJC Office of Recruitment is committed to the promotion of higher education by serving as the liaison to all prospective students, families and support systems through the creation of personal relationships and adapting to all individual needs.

Special Populations: The Special Populations Office is committed to facilitating access to the educational opportunities in order for students receiving services to reach their highest possible potential.

Student Life: The Office of Student Life in cooperation with Student Government is dedicated to providing leadership opportunities, prevention activities and special activities for all TSJC students. The goal is to engage students to become responsible citizens and encourage healthy lifestyle choices that enhance their college and life experience.

Student Success: The Learning Center and Student Success Centers at TSJC are committed to supporting students through assessment, advising, academic support, distance learning, technology and related resources that encourage and support student completion, retention and graduation.

TRiO: TRiO programs at TSJC encourage and assist students who meet the eligibility criteria of the program in the preparation, application, academic support, retention and completion of two year and transfer to four year degree programs.

2014 – 2015 Strategic Priorities, Goals, Objectives and Activities
The following plan outlines the Trinidad State Junior College Strategic priorities that include:

- Student Access
- Student Success
- Operational Excellence
- Community Engagement

The plan then refers to an institutional approach to the priority, identifies specific goals and identifies the student services department’s strategies to accomplish the goals. It is intended that formative and summative evaluation methods will be implemented to determine goal strategies success and where alternate strategies may be recommended. The following outlines the strategic priorities, goals, objectives and activities that have been prioritized by the Student Services Department in 2014-2015:

**Strategic Priority I: Student Access**

To promote access, we will offer relevant training programs
To increase access, we must be open to innovative approaches

**Goal A: Promote College Readiness**

The Student Services Department will engage prospective students by:
- Offering placement testing for high school students
- Communicating with high school counselors and staff
Working with workforce center employees
Updating the department’s web presence, including upgraded mobile website
Providing consistent coverage of the switchboard for both campuses

The Student Services Department will participate and provide skill building opportunities including:
Offering placement test preparation and follow-up
Study enrollment pattern for developmental courses
Cross training and process support within the department

The Student Services Department will coordinate institutional approach to enrollment management through:
Review of the admissions processes on both campuses
Coordinating an institutional approach to admissions, especially in concurrent enrollment
Review of articulation agreements
Development and promotion of computer stations to assist students in online application processes
Development support and promotion of online orientation and campus tour options
Development of online tutoring options
Expanding computer assisted technology
Streamlining the flow from admissions and financial aid to testing and advising

Goal B: Intentional Enrollment Growth

The Student Services Department will leverage technology to expand learning through the following activities:
Supporting the development of hybrid and online course offerings
Providing technology training and resources to faculty, staff and students
Creating a strong academic support for faculty on both campuses
Modernize library facilities on both campuses

The Student Services Department will target recruiting efforts through:
Review of institutional the scholarship program
Consideration of establishing additional competitive academic teams
Setting short and long term goals for recruitment of student-athletes

The Student Services Department will offer programming and support through a variety of methods including:
The development and promotion of online advising and tutoring models
Offer e-transcripts for students

Strategic Priority II: Student Success
To engage students, we will encourage involvement and leadership
To retain students, we will empower them

Goal A: Increase Student Engagement

The Student Services Department will encourage student leadership through the following activities:
Strengthening student government participation on the Trinidad campus
Identifying, offering and integrating prevention programming into student activities
Establishing a student ambassador program to facilitate campus initiatives
Promoting student participation in events on sister campus
Holding a tailgate event for athletic teams in Alamosa
Utilizing work-study positions to better engage students

The Student Services Department will offer a diverse range of support and activities including:
Promotion of student activities to the faculty and staff
Defining student support needs for athletic programs
Conducting a feasibility study on establishing athletic team(s) in the Valley
Supporting the newly established clay shooting team
Supporting growth opportunities for robotics team
The development of TRiO SSS grants for both campuses to sustain support for students

**Goal B: Increase Student Persistence**

The Student Services Department will utilize assessment results to:
- Review student satisfaction
- Strengthen advisory committees
- Analyze and increase student retention rates
- Review processing and tracking of students requesting total withdrawal

The Student Services Department will accurately capture student information through the following activities:
- Continued participation in Data Team meetings and recommendations
- Offering cross-training to improve student information accuracy
- Strategies to identify and support undecided/undeclared students
- Leveraging effective use of resources and software to improve communication
- Updating process to fully participate in student record scanning

The Student Services Department will establish consistent and predictable data reporting through activities that include:
- Establish and communicate baseline for graduation rate by campus
- Establish and communicate baseline for transfer rate by campus
- Working with academic staff to identify and needs by program

**Strategic Priority III: Operational Excellence**

*To be strategic we will envision the future and embrace it*

*To be rigorous, we will be intentional with our actions*

**Goal A: Become a Strategic Organization**

The Student Services Department will coordinate planning efforts and integrate plans by:
- Aligning the Marketing and Recruitment Plans
- Updating and presenting the annual Student Services Plan to College Council

The Student Services Department will maintain physical infrastructure to support current and future programming by participating in:
- A feasibility study for athletic facility updates
- A feasibility of indoor shooting range in Trinidad
- Review of student housing needs for Trinidad campus

The Student Services Department will enhance professional development and training for employees through participation in the following activities:
- Development of orientation for new employees and work-study students
- Pursuit grant funding to support professional development
- Identification of opportunities for sharing professional development knowledge
- Provide mandatory compliance training for faculty and staff
- Leverage internal and system training opportunities

**Goal B: Demonstrate Institutional Rigor**

The Student Services Department will participate in efforts to maintain appropriate accreditations through participation in:
- Restructure of the HLC Assurance Review teams
The Student Services Department will maintain compliance with Federal, State and System mandates through the following actions:

- Meeting web accessibility requirements and deadlines
- Review and update process for last date of attendance reporting
- Coordination of BIT, VAWA and Student Affairs committee efforts
- Participating in the institutional emergency preparedness plans
- Updating the TSJC procedures manual
- Continuing to reduce student loan default rate

The Student Services Department will establish and maintain a balanced budget through the following activities:

- Simplification and communication of the budget
- Reducing the number of purchasing cards issued
- Monitoring and sharing budget-to-actual reports within the department

**Strategic Priority IV: Community Engagement**

*To serve, we will be visible*

*To be valued we will strive to do more*

**Goal A. Be a Visible Presence within the Communities Served**

The Student Services Department will promote engagement with communities by:

- Collecting information on service to community by faculty and staff
- Identification and review of internships, service learning and club activities

The Student Services Department will promote and support the efforts of the Educational Foundation and Booster Club through participation with the following activities:

- Donors and Scholars event on each campus
- Tailgate events for each sport on the Trinidad Campus

**Goal B: Increase Educational Services to the Communities Served**

The Student Services Department will support efforts to increase community and continuing education enrollments through activities that:

- Increase summer NRA offerings on the Trinidad campus
- Study feasibility of offering destination programming

Student Services Department staff will provide targeted outreach to specific groups through:

- Participation in Bachelor of Applied Science development with System
- Participation in Creative District activities, especially in Art
- Writing a Title V Cooperative grant to strengthen transfer

**Quality Initiative and Related Plans**

The Student Services Department is actively involved in the Trinidad State Quality Initiative (QI) project: Integrated Strategic Planning: Redefining the Institution through Data-Informed Decision Making.

The QI project has been focused on redefining the institution through data-informed decision making. Goals, objectives and activities identified in this plan will rely on data to support recommendations and ultimately decisions that impact students. Student Services staff have been actively involved in projects, reports, committees and communication to leverage data and strategically align improvement processes. It is intended to support the college’s focus on transparency, data driven decisions and continuous quality improvement.
Data Review, Outcomes and Assessment

The assessment schedule for the Student Department follows a calendar year process that includes:

- Review of prior year goals, outcomes and feedback (April – June)
- Identification of departmental needs/recommendations and identification of priorities (February – July)
- Plan development for upcoming year (August - September)
- Departmental and Student Affairs Committee review and circulation of draft plan (October)
- Presentation of departmental plan and sharing of departmental goal, priorities and strategies (November)
- Implementation of goal strategies (July – June)
- Mid-year review of strategies (December/January)
- Collection of goal/strategy outcomes (continuous)
- Reporting/sharing outcomes (continuous)

The cycle identified is different from other assessment cycles on campus. It is designed to complement the budget process, academic calendar and provide a window during the summer for professional development, cross training and updates to departmental needs.

The chart below identifies the TSJC Implementation Plan Goals, objectives and activities that have been identified as a priority for the Student Services Department. The goals, objectives and activities align with the 2014-2015 TSJC Implementation Plan (Appendix A). The chart is designed to capture the areas of the department that track, prioritize or assume responsibility for the aligning activity.
### TSJC Implementation Plan 2014-2015

<table>
<thead>
<tr>
<th>Objective 2/Activity</th>
<th>Admissions/Records/Registrar/Institutional Research</th>
<th>Athletics</th>
<th>Career Services</th>
<th>Financial Aid</th>
<th>Student Life</th>
<th>Student Success</th>
<th>Recruiting</th>
<th>TRiO Services</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity e</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity a</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### SP II: Student Success

**Goal A: Increase Student Engagement**

<table>
<thead>
<tr>
<th>Objective 1/Activity</th>
<th>Admissions/Records/Registrar/Institutional Research</th>
<th>Athletics</th>
<th>Career Services</th>
<th>Financial Aid</th>
<th>Student Life</th>
<th>Student Success</th>
<th>Recruiting</th>
<th>TRiO Services</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity e</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity a</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity b</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity e</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity f</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goal B: Increase Student Persistence**

<table>
<thead>
<tr>
<th>Objective 1/Activity</th>
<th>Admissions/Records/Registrar/Institutional Research</th>
<th>Athletics</th>
<th>Career Services</th>
<th>Financial Aid</th>
<th>Student Life</th>
<th>Student Success</th>
<th>Recruiting</th>
<th>TRiO Services</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity e</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity e</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### SP III: Operational Excellence

**Goal A: Become a Strategic Organization**

<table>
<thead>
<tr>
<th>Objective 1/Activity</th>
<th>Admissions/Records/Registrar/Institutional Research</th>
<th>Athletics</th>
<th>Career Services</th>
<th>Financial Aid</th>
<th>Student Life</th>
<th>Student Success</th>
<th>Recruiting</th>
<th>TRiO Services</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity e</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity b</td>
<td>X</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity c</td>
<td>X</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity d</td>
<td>X</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity e</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## TSJC Implementation Plan 2014-2015

<table>
<thead>
<tr>
<th>Goal B: Demonstrate Institutional Rigor</th>
<th>Student Services VP/Dean</th>
<th>Admissions/Records/Registrar</th>
<th>Institutional Research</th>
<th>Athletics</th>
<th>Career Services</th>
<th>Financial Aid</th>
<th>Student Life</th>
<th>Student Success</th>
<th>Recruiting</th>
<th>TRiO Services</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity a</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity e</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3/Activity e</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## SP IV: Community Engagement

<table>
<thead>
<tr>
<th>Goal A: Be a Visible Presence within communities Served</th>
<th>Student Services VP/Dean</th>
<th>Admissions/Records/Registrar</th>
<th>Institutional Research</th>
<th>Athletics</th>
<th>Career Services</th>
<th>Financial Aid</th>
<th>Student Life</th>
<th>Student Success</th>
<th>Recruiting</th>
<th>TRiO Services</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity b</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity c</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal B: Increase Educational Services to the Communities Served</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity a</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity d</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2/Activity e</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>