



SAN DIEGO MIRAMAR COLLEGE

Student Services Division

College-Wide Goals & Objectives

2010-11

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College-Wide Goals & Objectives 2010-11

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Student Services College-Wide Goals & Objectives 2010-2011

ADMISSIONS & RECORDS

College-Wide Planning & Budget Process:

Goal: Assess and maintain quality student services during challenging state and local budget crisis and cutbacks.

- Advocate for department budget in order to successfully achieve department goals and objectives.
- Seek alternative resources for funding opportunities, including state and federal grants.
- Advocate for staffing allocation formula. The formula should account for prospective students, as well as headcount. With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes will be linked to program review and annual outcomes.
- Student Services Supervisor II will continue participation on Student Services Program Review/SLOAC Task Force.

Facilities:

Goal: Provide functional facilities for staff and students and ensure confidentiality of student records.

- Collaborate with project architect and campus facilities committee to provide a seamless and smooth transition to the new student union building. Plan for the facilities, fixtures and equipment (FFE).
- Advocate for visual queuing system to accommodate traffic flow.
- Plan for integration of Admissions & Records and Veterans' Affairs.

Enrollment Growth & Management:

Goal: Ensure students and staff needs are addressed in supporting and managing enrollment.

- Advocate for service hours that support evening students.
- Advocate for additional staff to support current enrollment and growth.
- Advocate for reinstatement and conversion of two part-time (.40) positions to full-time (1.0).
- Advocate for a new Sr. Student Services Assistant position to support the International Student Admission program compliance and growth.
- Advocate for a new Sr. Student Services Assistant position to support residency.
- Advocate for the use of student employees.
- Advocate for and identify general funding to support the hiring of NANCEs for peak enrollment periods or special projects.
- Advocate for Sr. Student Services position funding to be converted from matriculation to general fund.

Focus on Student Success:

Goal: Ensure that students' needs are addressed in Admissions & Records objectives.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Advocate for service hours that support evening students.
- Support enrollment activities of special programs and seek avenues to improve the enrollment process.

- Support activities that enhance students' ability to find open classes and navigate complexities of the first week of school.

Professional Development:

Goal: Facilitate the ongoing training of Admissions & Records staff.

- Provide training to maintain currency on rules, regulations, new local, state, and federal programs, changes in admissions criteria, and state and federal impact on categorical programs.
- Collaborate with Vice President of Student Services to secure and allocate funds for critical conference travel.
- Collaborate with Student Services leaders in cross training of staff.
- Utilize in-house professional development opportunities.

Marketing & Outreach:

Goal: Participate in marketing and outreach activities.

- Assess outreach and in reach activities.
- Participate in "Jets Jump Start!" Welcome Orientation.
- Collaborate with web developer to improve web pages.

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services.

- Advocate for procedures that result in efficiency and cost savings, such as a "real time" online admission application.
- Embrace and utilize emerging technology in delivery of student services.
- Advocate for records security and the utilization of optical imaging to reduce paper records space.
- Student Services Supervisor II will continue participation in Academic Affairs Committee.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

- Student Services Supervisor I will continue to conduct classroom presentations to ESL Continuing Education classes promoting enrollment in college classes.

Accreditation:

Goal: Support College in meeting accreditation standards.

- Participate in College Accreditation Self-Study process.
- Student Services Supervisor I will continue to co-chair Accreditation Standard IIB.

ASSESSMENT

College-Wide Planning & Budgeting Process:

Goal: Seek alternative resources for funding opportunities including state and federal grants during challenging economic times.

- Matriculation cuts impact purchasing of Accuplacer tests.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.

- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff.
- Seek alternative resources for funding opportunities including state and federal grants.

Facilities:

Goal: Participate in meetings with architects in throughout 2010 to discuss Assessment facility needs in new location, to include dedicated testing lab and private testing room.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student services facility.
- Initiate planning for facilities, fixtures and equipment (FFE) stage for new student union building.

Enrollment Growth & Management:

Goal: Support the continued growth of the college by maintaining flexible assessment hours.

- Assessment encourages growth and management by providing students with a very flexible and accommodating schedule for Accuplacer math and English testing.
- ESOL assessments are scheduled at a variety of times and days, and additional ESOL exams are scheduled when required.

Focus on Student Success:

Goal: Incorporate the mission of the student services division in all departmental objectives.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Assessment demonstrates a focus on Student Success by providing students with a very flexible and accommodating schedule for re-testing and challenge exams.

Professional Development:

Goal: Strive to continually update staff training.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.

Marketing & Outreach:

Goal: Assist with the marketing and outreach plans of the college.

- Assessment maintains a calendar of testing availability times and dates.
- Assessment collaborates with the campus outreach officer and the supervisor serves on the outreach subcommittee and the marketing committee.

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services during challenging financial environment.

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.
- Assessment is currently part of the Career and Student Employment Center, and is supervised by the Placement Officer. This arrangement has obvious limitations for a growing college. Currently the demands of the two programs (which have absolutely no demands in common) are juggled by the FT staff of two people.

- Assessment staff participates broadly in college shared governance committees.

Community Partnerships:

Goal: Utilize current partnerships and develop new partnerships to search for new funding opportunities.

- Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

Accreditation:

Goal: Support the college during the accreditation process.

- Continue to participate in College Accreditation Self-Study process.

CalWORKs

College-wide planning and budgeting process:

Goal: Assess and maintain quality student services during challenging state and local budget crisis and cutbacks and project needs of CalWORKs students in the upcoming years.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks. *CalWORKs budget was cut 39.66% in 2009-2010.*
- Completed program review and student learning outcomes assessment cycle on October 15, 2009. Budget, planning and student learning outcomes are linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff. The goal to hire a 40-60% contract position has been put on hold due to budget cuts.
- Seek alternative resources for funding opportunities including state and federal grants.

Facilities:

Goal: Provide functional facilities and quality services in the CalWORKs office.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.

Enrollment growth and management:

Goal: Ensure services meet the state-mandated guidelines. Identify and serve all eligible CalWORKs students.

- Determine viability of program on campus given SDCCD discussion of reorganization.
- Determine ways to reduce paperwork work-load.
- Collaborate with HHSA and ECM's to coordinate services for referred students.
- Participate in Basic Skills meetings to work collaboratively with instruction toward efforts of retaining and increasing student success of basic skills students.

Focus on Student Success:

Goal: Provide support and services to assist students in achieving their goal towards self-sufficiency.

- The CalWORKs program works in collaboration with Employment Case Managers and the San Diego County Health and Human Services Agency to assist the students in completing their mandated 32-35 hours of work-related activities. The mission is to assist students affected by poverty to achieve their academic and/or vocational goals.
- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated

to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.

- Provide workshops on such topics as: job hunting, job retention skills, academic success skills, probation/disqualification, rights and responsibilities.
- Provide one on one service to students for confidential matters.

Professional Development:

Goal: Participate in on-going training for faculty and staff on CalWORKs state, federal, and local requirements.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- The program conducts regular training sessions for staff

Marketing & Outreach:

Goal: Provide materials on departmental services and programs to campus, institutional, and community partners.

- Publish CalWORKs Rack cards and display on campus and in the community
- Continue to work with HHSA , ECM's and community agencies
- In reach to current students to offer CW services
- Continue to publish bi-monthly CW "Imagine Newsletter" for students

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services.

- Embrace and utilize emerging technology in delivery of student services.
- Program coordinator continually monitors student appointments and walk-in traffic and adjusts counselor hours to meet student needs.
- CalWORKs faculty participate broadly in college- and district-level shared governance.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

- Attend relevant CalWORKs meetings, conferences, and events to maintain relationships and partnerships with the Employment Case Managers, County Office, and Health and Human Services Agency (HHSA).

Accreditation:

Goal: Support college in meeting accreditation standards.

- Continue to participate in College Accreditation Self-Study process.
- Program coordinator is serving as co-chair Standard III B

CAREER & STUDENT EMPLOYMENT

College-Wide Planning & Budgeting Process:

Goal: Seek alternative resources for funding opportunities including state and federal grants during challenging economic times.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks.

- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff.
- Seek alternative resources for funding opportunities including state and federal grants.

Facilities:

Goal: Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.
- Initiate planning for facilities, fixtures and equipment (FFE) stage for new student union building.

Enrollment Growth & Management:

Goal: Support the college in all areas of Growth and Management

- Career and Employment continue to play central roles in student matriculation at Miramar College. Without employment resources and access to job opportunities, students will not be able to secure employment in time to pay for tuition, books, and other living expenses. The center's career resources are crucial for students deciding career paths and majors. Without a major, it is difficult for students to complete the matriculation process by completing an education plan. The Career and Employment center contributes significantly to student recruitment by assisting students that are just "looking" and curious about career possibilities. The center also supports growth through active participation on the marketing and outreach committees, and regular attendance at local expos and job fairs.

Focus on Student Success:

Goal: Assist with the marketing and outreach plans of the college.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Every aspect of the Career and Student Employment Center focuses on student success. By assisting students with career exploration and major selection, we are helping students to have a better plan for success. We also develop effective resumes with students, provide assistance with cover letters and interview techniques, and provide one on one career consultations and resume critiques.

Professional Development:

Goal: Strive to continually update staff training.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.

Marketing & Outreach:

Goal: Assist with the marketing and outreach plans of the college.

- Career and Employment maintains an outreach calendar of events each month (job fairs, expos, street fairs, employer campus visits, etc.).

- Career and Employment collaborates with the campus outreach officer and the Placement Officer serves on the outreach subcommittee and the marketing committee

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services.

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.
- Career and Employment staff participates broadly in college shared governance committees. \
- To continue to be an effective Career and Employment center for the growing student population at Miramar College, as well as the increasing needs and demands of programs for placement statistics and employment data, more staff will be required, and most importantly, the Assessment functions should be moved to a more logical location. Assessment takes up at least 50% of current staff time, which limits the Career and Employment centers ability to expand services.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

- Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.
- Career and Employment maintains active community partnerships with the Poway Chamber of Commerce and several dozen local employers, as well as other college career centers.

Accreditation:

Goal: Support the college during the accreditation process.

- Continue to participate in College Accreditation Self-Study process.

COUNSELING/MENTAL HEALTH

College-wide planning and budgeting process:

Goal: Assess and maintain quality student services during a challenging state and local budget crisis.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks. Matriculation funds are projected to be cut by 50% for 2010-2011.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff. As we reach our projected base of 25,000 students our staffing needs to grow incrementally in line with our current ratio of 1 counselor to 1000 students and 1 staff member to every 2500 students.
- Seek alternative resources for funding opportunities including state and federal grants.
- Work in collaboration with the Vice President of Student Services to move the Mental Health Program to Student Health Services.
- Continue to work with the Vice President of Student Services in order to allocate limited funds to best serve program needs.

Facilities:

Goal: Provide a functional facility to accommodate a growing student population.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.
- Initiate planning for facilities, fixtures and equipment (FFE) stage for new student union building.

Enrollment Growth and Management:

Goal: Ensure services are consistent with the student, staff and faculty population.

- Meet with Vice President of Instruction and instructional deans to establish scheduling blocks that would enable students to enroll in back-to-back classes.
- Prior to beginning of semester, counselor representative reviews upcoming semester time-blocks to ensure students can enroll in back-to-back classes.
- Participate in Basic Skills meetings to work collaboratively with instruction toward efforts of retaining and increasing student success of basic skills students.
- Counseling continues to support international student inquiries and enrollment through student orientations and individual counseling sessions.

Focus on Student Success:

Goal: To provide comprehensive programs and services that empower students to identify and achieve educational, career and personal goals.

- The goal of the San Diego Miramar College Counseling Department is to provide comprehensive programs and services that empower students to identify and achieve educational, career and personal goals to meet life's opportunities and challenges.

Professional Development:

Goal: Encourage and support counselors and staff to attend training, workshops and conferences.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- The Department participates and follows the timeline for faculty and staff evaluations.

Marketing & Outreach:

Goal: Participate in marketing and outreach activities

- Counseling collaborates with the campus outreach officer. The department chair and supervisor serve on the outreach taskforce subcommittee.
- Continue to support "Vets to Jets" program

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.
- Counseling staff continually monitors student appointments and walk-in traffic and adjusts counselor hours to meet student needs.
- Counseling faculty participate broadly in college- and district-level shared governance.
- Counselors and classified staff continue to participate in college-wide hiring committees.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

- Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

- Continue to work with the Vice President of Student Services in order to allocate limited funds to maintain and facilitate important partnerships with our community.

Accreditation:

Goal: *Support the college in meeting accreditation standards*

- Continue to participate in College Accreditation Self-Study process.
- Counselors and classified staff are serving in various capacities of the accreditation process.
 - a. Counselor, co-chair Standard IIIA
 - b. Counselor, committee member Standard IIA
 - c. Counselor, co-chair Standard IIB
 - d. Student Services Supervisor I, co-chair Standard IIB

DISABILITY SUPPORT PROGRAMS & SERVICES

College-wide planning and budgeting process:

Goal: Follow budget changes closely and maintain commitment to continual planning and updating of program needs.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks. It is anticipated that Miramar DSPS will receive an additional cut to expected 2009-2010 reductions.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff.

Facilities:

Goal: Provide functional facilities in current DSPS and HTC spaces, while planning for improved facilities in new buildings

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.
- Initiate planning for facilities, fixtures and equipment (FFE) stage for new student union building.
- A DSPS faculty member will continue to serve on Facilities Committee.

Enrollment growth and management:

Goal: Maintain program count during pervasive budget cuts.

- Set program target of maintaining the previous year's count.

Focus on Student Success:

Goal: Address student success in each individual counseling session

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Make student referrals to career center, financial aid, veterans' affairs, tutoring center, mental health, TRIO, EOPS, WorkAbility III, and community agencies such as the Department of Rehabilitation.

Professional Development:

Goal: Encourage and support ongoing training of DSPS faculty and staff

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- All DSPS faculty and staff are encouraged to submit professional development training requests for consideration, supported by the DSPS budget when available.

Marketing & Outreach:

Goal: Provide materials on departmental services to campus and institutional and community partners.

- DSPS rack card style brochures are displayed on campus and distributed during outreach and inreach activities.
- DSPS maintains an outreach calendar of events each month including class visits, campus fairs, community events, etc.
- DSPS collaborates with the campus outreach officer and the coordinator serves on the outreach subcommittee.

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services

- Embrace and utilize emerging technology in delivery of student services.
- DSPS remains committed to hiring a DSPS program activity manager in an effort to align with sister campuses; however the current state budget prohibits such action presently and into the near future.
- DSPS faculty and staff participate broadly in college and district level shared governance.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek additional partnerships that will benefit students with disabilities at Miramar College.

- DSPS maintains active community partnerships with the Department of Rehabilitation, San Diego Unified School District, and local private vocational rehabilitation companies.
- DSPS faculty members participate annually in the SDCCD Community Advisory Group meetings, where numerous community partners attend to provide consultation and to learn about new or existing DSPS programs.
- DSPS faculty are active in the DSPS Region X activities/discussion group.

Accreditation:

Goal: Support the college in meeting accreditation standards

- Continue to participate in College Accreditation Self-Study process.

EOPS/CARE

College-wide planning and budgeting process:

Goal: *Work to maintain quality student services during challenging state and local budget crisis and cutbacks.*

- The EOPS and CARE budgets were each cut 39.66 in 2009-2010 from the 2008-2009 allocation.
- Completed program review and student learning outcomes assessment cycle on October 15, 2009. Budget, planning and student learning outcomes are linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time

classified and certificated staff. Our staffing needs to grow incrementally in line with our current ratio of 1 counselor to 250 students and 1 staff member to every 400 students.

- Seek alternative resources for funding opportunities including state and federal grants.

Facilities:

Goal: Provide functional facilities and quality services.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.

Enrollment growth and management:

Goal: Ensure that we serve the most underserved students on campus.

- Due to budget cuts, EOPS/CARE will not be able to serve all eligible students.
- Conduct focus groups of EOPS/CARE students to see how they would like the programs restructured due to reduced funding.
- Reduce students served to more closely align with the reduced student cap.
- Plan and develop an equitable way to reduce number of students served.
- Participate in Basic Skills meetings to work collaboratively with instruction toward efforts of retaining and increasing student success of basic skills students.

Focus on Student Success:

Goal: Ensure that student needs are addressed in the EOPS/CARE program planning to improve services to assist in students educational goals.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- The Extended Opportunities Programs and Services (EOPS) and Cooperative Agencies Resources for Education (CARE) both have a mission to assist students who are affected by language, economic, and educational disadvantages to achieve their academic and/or vocational goals. This is achieved by providing support services which are designed to be over and above the other services offered by the college.

Professional Development:

Goal: Participate in on-going training for faculty and staff on best practices for EOPS/CARE students, as well as any changes to state regulations.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- The program participates and follows the timeline for faculty and staff evaluations
- The programs conduct regular training sessions for staff.

Marketing & Outreach:

Goal: Provide materials on departmental services and application process to campus, institutional, and community partners.

- Continue to work with campus and community partners in a more limited fashion.
- Conduct at least two outreach activities specifically for former foster youth.
- Complete rack cards and display on campus
- EOPS/CARE collaborates with the campus outreach officer. The program coordinator serves on the outreach taskforce subcommittee.

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services.

- Embrace and utilize emerging technology in delivery of student services.
- Program coordinator continually monitors student appointments and walk-in traffic and adjusts counselor hours to meet student needs.
- EOPS/CARE faculty participate broadly in college- and district-level shared governance. Counselors and classified staff continue to participate in college-wide hiring committees.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

Accreditation:

Goal: Support college in meeting accreditation standards.

- Continue to participate in College Accreditation Self-Study process.
- Program coordinator and classified staff are serving in various capacities of the accreditation process.
 - e. Coordinator, co-chair Standard III B
 - f. Student Services Technician, co-chair Standard IV A

EVALUATIONS

College-Wide Planning & Budget Process:

Goal: Separate departmental budget needed to achieve department future goals, objectives, and planning and successfully meet the needs of the department.

- Seek alternative resources for funding opportunities including state and federal grants.
- Submit request to Supervisor and Vice President of Student Services for Matriculation funds

Facilities:

Goal: Panic button is needed for service area in case of emergencies experienced with students.

- Continue to participate in Student Union planning discussions.
- Identify funding and install panic button in office space.

Enrollment Growth & Management:

Goal: Plan for additional staffing: 1.0 FTE Evaluator and 1.0 FTE Student Services Assistant to accommodate growth.

- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional 1.0 FTE Evaluator and 1.0 FTE Student Services Assistant.
- Advocate for additional staff to support departmental growth and provide solid training opportunities.

Focus on Student Success:

Goal: Ensure that student needs are addressed in evaluating student records and awarding diplomas.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed the the development and empowerment of our students to their full potential.
- Continue to work to inform students of current impact of statewide budget crisis and alternative solutions to completing degree and/or certificate requirements.

Marketing & Outreach:

Goal: Posters and flyers encouraging students to see a counselor for completion of requirements. Senior Student Service Assistant to begin preliminary evaluation of students' record.

- Proactive awarding of degrees' and/or certificates.
- Posters and flyers encouraging students to see a counselor for completion of requirements. Senior Student Services Assistant to begin preliminary evaluation of students' record.

Operational Effectiveness:

Goal: Purchase new microfiche reader with print and search capabilities. Purchase scanner for scanning documents/forms for transmission to students and other academic institutions. Website needed for Evaluations Department as another avenue to communicate with students.

- Submit request to Supervisor and/or Budget and Planning Committee.
- Meet with college Webmaster to design Evaluations website.

Community Partnerships: N/A**Accreditation:**

Goal: Support college in meeting accreditation standards.

- Continue to participate in College Accreditation Self-Study process

FINANCIAL AID & SCHOLARSHIP OFFICE

College-wide planning and budgeting process:

Goal: Increase general fund expenditures (maintenance of effort) in staffing, so there are no penalties to the college.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff.
- Seek alternative resources for funding opportunities including state and federal grants.
- Categorical BFAP positions to be absorbed by general funds to release funds to assist college in many other ways.
- Continue to meet increased maintenance of effort (general funds) expenditures so the college is not penalized if it is not met.
- Continue to maintain the "intent" of the BFAP funds to be expended for financial aid administration.
- Continue to support the hiring of ambassadors, if budget allows it.
- Continue to hire additional staff to meet growth demands.

Facilities:

Goal: Support the move of the VA staff to another location. This additional office space will be utilized as a private office for staff to meet with students in a confidential setting and also remove the traffic safety hazard in the office entryway.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.

- Initiate planning for facilities, fixtures and equipment (FFE) stage for new student union building.
- Continue to meet with appropriate staff to discuss media, equipment, security, and privacy needs.

Enrollment growth and management:

Goal: Improve automated processes to meet the increase of students applying for financial aid and increase of new financial aid programs.

- If college is still in a standstill enrollment growth, we need to continue to do in reach activities to promote current financial aid students to apply for financial aid.
- Since financial aid recipients continue to increase due to the poor economy and an increase of financial aid programs, automation of processes must be quickly implemented to deliver funds to students in a timely manner.
- College needs to support a scholarship drive to increase number of Osher scholarships. This will be the last year the college can do fundraising to increase the number of Osher scholarships.

Focus on Student Success:

Goal: Improve methods of facilitating the completion of required forms and improve electronic communication with current and potential financial aid students.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Continue to assess and improve website needs to better facilitate the downloading of forms and provide general information on financial aid to potential students.
- Continue to increase the number of students signing up for direct deposit to safeguard the delivery of funds to them.

Professional Development:

Goal: Ensure and encourage staff attendance to training, workshops, and conferences to obtain appropriate information for new federal and state regulations.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- Continue to attend annual training on state and the federal Reauthorization of the Higher Education Act changes by attending the following conferences: FSA, CASFAA/CCCSFAAA, Financial Aid Officer Training, and NASFAA.

Marketing & Outreach:

Goal: Seek innovative ways to reach out to internal and external potential students to apply for financial aid with the collaboration of the Outreach Department.

- Continue to maintain a continuous presence in the local high schools and community to maintain a positive working relationship for future years when our college is no longer in a standstill enrollment growth.
- Continue funding support to the Outreach department to hire student ambassadors to promote financial aid activities.
- Continue to schedule the "Cash in for College" event appropriately to ensure a greater audience.
- Continue to find innovative methods of promoting the financial aid programs.
- Continue to promote the scholarship program early to increase the pool of applicants. In addition, continue to increase the methods of advertisement of scholarships.

Operational Effectiveness:

Goal: Enhance or replace current financial system to support the implementation of the new financial aid programs.

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.
- Continue to enhance current imaging system to accommodate electronic submission of financial aid documents.
- Continue research to upgrade financial aid system by visiting other district schools that have recently purchased an upgraded financial aid system to improve the delivery of the financial aid programs.
- Continue the support to lift the security restrictions for student workers.
- Purchase additional equipment needed to support administration of financial aid program.

Community Partnerships:

Goal: Support fundraising efforts by the school to increase scholarship funds.

- Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.
- Continue to increase the number of student tutors that participate in the America Reads Program.

Accreditation:

Goal: Support college in meeting accreditation standards.

- Continue to participate in College Accreditation Self-Study process.

HEALTH SERVICES

College-wide planning and budgeting process:

Goal: Assess and maintain quality student services during a challenging budget cycle.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks. Health Services will continue working to meet increased demands for services with the limited resources available.
- Completed program review and student learning outcomes assessment cycle on October 15, 2009. Budget, planning and student learning outcomes are linked to program review and annual outcomes.
- Based on trends showing increased demand for student health services we will need to hire for both immediate and long term staffing. This would include planning for full-time and part time classified, certificated staff and faculty non-teaching.
- Seek alternative resources for funding opportunities including state and federal grants.

Facilities:

Goal: Provide a functional facility for both staff and students while preserving student confidentiality.

- Continue to work with project architect and campus facilities.
- Implement remedies solving for the limited space prior to existing longer term plans.

Enrollment growth and management:

Goal: Ensure for growth and management of services that support student and staffing needs.

- Incorporate and plan for technological advancements as available and affordable.
- Incorporate and plan for improvements for records management of the health services to assist with increasing demands for service and information management.

Focus on Student Success:

Goal: Enable students to address health concerns and take ownership of their care.

- Provide for relevant and timely delivery of health care.
- Provide for relevant public and community health strategies to enhance student success.

- *Promotion of self health ownership, promoting retention through one on one education.*

Professional Development:

Goal: Assist the educational goals and the professional growth opportunities for staff.

- Continue to maintain currency of licensures and updated continuing education credits.
- Support the educational goals of health services staff.
- Continue to facilitate travel and conferences that promote professional development.

Marketing & Outreach:

Goal: Participate in health and prevention activities to improve student awareness of services.

- Maintain and utilize relevant strategies in the marketing efforts to students.
- Promote health initiatives into academic research, courses and programs on campus.

Operational Effectiveness:

Goal: Maintain safe and healthy environment from which to serve students.

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.

Community Partnerships:

Goal: Develop and maintain supportive relationships with a wide variety of community entities.

- Maintain current partnerships and continue to seek alternative resources for collaboration.

Accreditation:

Goal: Support College in meeting accreditation standards.

- Continue to participate in College Accreditation Self-Study process.

OUTREACH

College-wide planning and budgeting process:

Goal: Assess and maintain quality student services to both prospective and current students during challenging state and local budget crisis and cutbacks and project outreach needs in the upcoming years.

- Work to maintain quality student services during challenging state and local budget crisis and cutbacks. Outreach will continue to operate with available funding, primarily from BFAP to pay ambassadors
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff. Fill the currently vacant Outreach Assistant position and change to full time 1.0 for Outreach only
- Seek alternative resources for funding opportunities including state and federal grants.

Facilities:

Goal: Provide functional facilities and quality services in the Outreach Office.

- Work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.

- Plan for facilities, fixtures and equipment (FFE) stage for new student union building.

Enrollment Growth & Management:

Goal: Ensure services are consistent with local feeder student population.

- Recruitment not active priority, focus more on “in-reach,” service to current students
- Scale back recruitment by using Priority Tier System for all incoming requests.
- Maintain college visibility in local service area by updating services the high school partnership agreements.
- Plan for Outreach services to Continuing Education when funding is available.

Focus on Student Success:

Goal: Provide support for student services for focus on In-Reach.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Focus on In-Reach: collaborate with fellow student services departments to reach and connect with current students to encourage campus involvement and for them to take advantage of available resources.
- Implement annual Financial Aid and Scholarship Awareness activities on campus Implement annual Leadership Activities/Workshops with Dean of Student Affairs
- Support VPSS with coordination of all Matriculation processes and maintaining currency.

Professional Development:

Goal: Encourage the ongoing training of all Outreach Staff.

- Maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- Provide guidance and mentorship to Student Ambassadors.
- Seek “free” workshops or other professional development opportunities

Marketing & Outreach:

Goal: Provide up to date campus information to K-12 and community partners.

- Outreach Coordinator serves on campus and District Marketing and Outreach Committee
- Maintain partnerships with local service area high schools
- Community participation in board meetings, college fairs, street fairs and related activities
- SS campus calendar of activities maintenance and dissemination
- Implement development of ideas for new Miramar SS website

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of both prospective and current student services.

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.
- Focus more on outreach to current students and supporting fellow student service areas as deemed necessary by VPSS and Dean of Student Affairs

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities.

- Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.
- Maintain partnerships with local service area high schools
- Community participation in board meetings, college fairs, street fairs and related activities

Accreditation:

Goal: Support college in meeting accreditation standards.

- Participate in College Accreditation Self-Study process.

STUDENT AFFAIRS

College-wide planning and budgeting process:

Goal: Ensure that the quality of programs and services that are offered by Student Affairs continue effectiveness during economic challenging times

- Complete program review and student learning outcomes assessment cycle and ensure that budget, planning and student learning outcomes are linked to program review and annual outcomes.
- Continue to work with architects to develop plans for the completion of the new student union building and a projected target of 25,000 students.
- In order to build a full spectrum Student Affairs program with leadership courses, campus events and a campus that embodies extracurricular engagement, where learning is the key, it is necessary to expand staffing in the office. Explore options to ensure a hiring plan for the office.
- Explore the possibility of the development of an Interclub Council over the next several years in order develop campus clubs and to create a vibrant student life on campus.

Facilities:

Goal: Ensure effective planning of Student Services facilities through the support of programs that report to Student Affairs.

- Meet with Health Services, Outreach and Financial Aid to assist in the development of needs for FF&E requests, as well as facilities needs.
- Meet with VPSS and Architects to participate in planning meetings and participate in collaborative communication.

Enrollment growth and management:

Goal: Ensure services are consistent with local feeder student population.

- Work with Outreach Coordinator to focus on “in-reach,” services to current students
- Work with Outreach Coordinator to scale back recruitment by using Priority Tier System for all incoming requests.
- Work with Outreach Coordinator to maintain college visibility in local service area by updating services the high school partnership agreements.
- Work with Outreach Coordinator to plan outreach services to Continuing Education when funding is available.
- Participate in discussions at Dean’s Council to valuate and implement ways to improve enrollment growth and enrollment management in ways that are sensitive to limited campus resources.

Focus on Student Success:

Goal: Provide support for students to develop college engagement and support staff in their efforts to improve services to students which will improve their chances for success.

- Provide opportunities for students to become engaged in campus life through participation in elected leadership roles through Associated Students Council, in campus clubs and organizations and through participation in student activities. Student government has been established to represent the

best interests of students at the college. The Student Activities program is designed to be an integral part of the total college experience and offers students an avenue to contribute to the campus, while developing personally.

- Support involvement for key student leaders to attend leadership development conferences.
- Work with Financial Aid to improve methods of facilitating the completion of required forms and improve electronic communication with current and potential financial aid students.
- Work with Outreach Office to provide support for student services for focus on In-Reach and Jets Jump Start Program.
- Support VPSS with coordination of all Matriculation processes and maintaining currency as needed.

Professional Development:

Goal: Support Staff Development plans for programs and individuals who report to Student Affairs

- Meet with staff to develop plans for continued professional development given economic constraints and continuing needs to develop ways to better serve students.
- Continue to support the professional development of students in Associated Student Council through conference attendance.

Marketing & Outreach:

Goal: Ensure visibility of Miramar College in the local feeder schools.

- Continue to work with the Outreach Coordinator and Financial Aid Director to shape outreach activities on campus, as budget resources permit, to serve our feeder high schools and community.
- Work with the Communications Office to market commencement as well as other programs such as Jets Jump Start

Operational Effectiveness:

Goal: Ensure effectiveness of services to students and the college.

- Maintain both quality and currency in delivery of student services.
- Embrace and utilize emerging technology in delivery of student services.
- Continue to improve office signage and ways of communicating with students. This is especially important with regard to the Fee Deferment process.
- Continue to seek staffing support to improve office operations and services to students.

Community Partnerships:

Goal: Ensure visibility of Miramar College through collaboration with Communications Office and Associated Students.

- Continue to work with Associated Students to participate in various community events as needed.
- Work with Outreach Coordinator to maintain partnerships with local service area high schools and college fairs as well as Ambassador related events.
- Community participation in board meetings, college fairs, street fairs and related activities.

Accreditation:

Goal: Ensure effectiveness of the college Accreditation Self Student Process.

- Participate in College Accreditation Self-Study process as a leader of Standard IIB

Transfer Center

College-Wide Planning & Budgeting Process:

Goal: Assess and maintain quality student services during challenging state and local budget crisis and cutbacks and project transfer needs in the upcoming years.

- Seek alternative resources for funding opportunities including state and federal grants as well as renewed BSI transfer program.
- With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff. A full-time Transfer Counselor in addition to the Transfer Center Director is needed to meet the anticipated growing transfer needs of the campus as well as adhere to Title IV Transfer Recommended Guidelines for staffing.
- Staffing allocation formula needs to be established by the college, taking into account prospective students as well as headcount.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes to be linked to program review and annual outcomes.

Facilities:

Goal: Provide functional facilities and quality services in the Transfer Center.

- Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new student union building.
- Initiate planning for facilities, fixtures and equipment (FFE) stage for new student union building.
- Continue to maintain services given space challenges with four departments (Transfer Center, Career Center, Honors, and Assessment) currently occupying the same space.

Enrollment Growth & Management:

Goal: Ensure services are consistent with student, staff, and faculty population.

- If funding permits, continue to implement Student Transfer Enrichment Program (STEP) funded through the Basic Skills Initiative to continue to work towards efforts of retaining and increasing student success of basic skills students particularly in the areas of transfer.
- Continue to advocate for additional funding for a full-time Transfer Counselor in addition to the Transfer Center Director in the transfer center to meet current growing transfer needs as well as plan for campus growth to projected target of 25,000 students (based on district estimates).

Focus on Student Success:

Goal: Ensure that student needs are addressed in Transfer Center objectives including statewide trends.

- Incorporate the mission of the student services division in all departmental objectives: We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential.
- Continue to work to inform students of current impact of statewide budget crisis on transfer destinations (in particular CSU and UC options) and alternative transfer options.

Professional Development:

Goal: Encourage the ongoing training of Transfer Center staff and counselors.

- Continue training to maintain currency on rules, regulations, and new local, state, and federal programs, transfer requirements, changes in admissions criteria, financial aid changes, and state and federal impact on categorical programs.
- Continue to work with Vice President of Student Services in order to allocate funds for travel and conference to facilitate staff professional development.
- Encourage and support counselor attendance at pertinent annual conferences where transfer information is disseminated (UC Counselor Conference, CSU Counselor Conference, UC Ensuring Transfer Success, UCLA TAP day and TAP Coordinator annual meeting, WACAC, and Individual UC/CSU campus and private/independent institution counselor conferences/meetings). Support Counselor attendance at quarterly state-wide/regional meetings/trainings.
- Seek funding for bi-annual Miramar Counselor transfer training.

Marketing & Outreach:

Goal: Provide materials on departmental services and transfer process to campus and institutional and community partners.

- Continue to seek funding and support the distribution of transfer marketing materials and information to local high schools, high school counselors, current Miramar students, faculty, and staff for the purposes of increasing student retention, persistence and successful transfer.

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services.

- Embrace and utilize emerging technology in delivery of student services.
- Expand the Miramar transfer center website.
- Continue to utilize SARS as a tool for scheduling and confirming student appointments as well for data reporting purposes.
- Develop and implement online counseling appointments and transfer workshops to allow greater access to transfer resources.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities.

- Attend relevant transfer meetings to maintain campus relationship and partnership with four-year partners.
- Continue to participate on Memorandums of Understanding (MOU) Advisory Board, coordinated by Articulation Officer, to review and approve potential four-year institution agreements and partnerships.

Accreditation:

Goal: Support college in meeting accreditation standards.

- Continue to participate in College Accreditation Self-Study process.

VETERANS' AFFAIRS

College-wide planning and budget process:

Goal: Assess and maintain quality student services during challenging state and local budget crisis and cutbacks.

- Seek alternative resources for funding opportunities, including state and federal grants.
- Advocate for staffing allocation formula. The formula should account for prospective students, as well as headcount. With the completion of the new student union building in 2012, and as we grow to our projected target of 25,000 students (based on district estimates), we will need to hire additional full-time classified and certificated staff.
- Complete program review and student learning outcomes assessment cycle by October 15, 2010. Budget, planning and student learning outcomes will be linked to program review and annual outcomes.

Facilities:

Goal: Provide functional facilities for staff and students and ensure confidentiality of student records.

- Identify funding and install panic buttons in current office space.
- Advocate for relocation to D-203.
- Collaborate with project architect and campus facilities committee to provide a seamless and smooth transition to the new student union building. Plan for the facilities, fixtures and equipment (FFE).

- Collaborate with project architect on development of the Veterans' Center.
- Advocate for visual queuing system to accommodate traffic flow.
- Plan for integration of Admissions & Records & Veterans' Affairs.

Enrollment growth and management:

Goal: Ensure students and staff needs are addressed in supporting and managing enrollment.

- Advocate for additional staff to support current enrollment and growth.
- Advocate for a 1.0 FTE Senior Student Services Assistant to support certifying needs and a 1.0 FTE Counselor - General Fund.
- Hire Federal Work-Study assistant to support the increased student traffic and clerical needs of the program.
- Advocate for the use of student employees.
- Advocate for and identify general funding to support the hiring of NANCEs for peak enrollment periods or special projects.
- Continue developing "Vets to Jets" program, identify permanent staff, and funding.
- Advocate for evening service hours.

Focus on Student Success:

Goal: Ensure that students' needs are addressed in Veterans' Affairs objectives.

- Utilize remaining Wal-Mart/ACE grant funds to support "Vets to Jets" program and events.
- Continue to assess needs and create programs and services to support veterans' in a seamless transition to civilian and student life.
- Seek alternative funding resources, including state and federal grants, to retain Vets to Jets coordinator and hire support staff.
- Advocate for evening service hours.

Professional Development:

Goal: Facilitate the ongoing training of Veterans' Affairs staff.

- Provide training to maintain currency on rules, regulations, new local, state, and federal programs and changes in VA criteria.
- Collaborate with Student Services Supervisors and Vice President of Student Services to allocate funds for critical conference travel.
- Collaborate with Student Services leaders on cross training of staff to support VA Office during professional development activities.
- Utilize in-house professional development opportunities

Marketing & Outreach:

Goal: Participate in marketing and outreach activities.

- Advocate for additional staff to support outreach and in reach activities.
- Collaborate with Miramar web developer to improve VA web pages and dedicate one staff member to the development of respective web pages.
- Participate in the development of college and district publications.
- Develop VA orientation packet/booklet to distribute to all new students during the matriculation process.
- Continue as member of "Troops to College" Work Group.

Operational Effectiveness:

Goal: Maintain both quality and currency in delivery of student services.

- Embrace and utilize emerging technology in delivery of student services.
- Advocate for security of records and promote optical imaging to reduce paper records space.
- Senior SSA (VA certifying official) to continue participation in National Association of Veterans' Program Administrators (NAVPA) as a Region VIII representative.

Community Partnerships:

Goal: Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities including state and federal grants.

- Maintain current partnerships and continue to seek alternative resources for collaboration and funding opportunities, including state and federal grants.

Accreditation:

Goal: Support College in meeting accreditation standards.

- Participate in College Accreditation Self-Study process.