

Vernon College Institutional Improvement Plan 2011-2012

Administrative Services - Business Office

Priority Initiative #7
Support opportunities for professional development for all Vernon College employees through appropriate funding.
Objective 1: The Business Office will allocate resources to ensure that staff acquire, discover, and apply knowledge.
Responsibility: Dean and Associate Dean of Administrative Services
Statement of Need: Ongoing professional development is key to meeting the ever changing financial needs of the College and our students.
Actions: 1. Include sufficient resources in the annual budget to allow Business Office staff to attend annual POISE and Dep't of Ed training. 2. Attend local, state and national business officer meetings to include SACUBO & TACCBO.
Resources and Approximate \$: 2. Institutional Improvement: \$8,500
Assessment Method/Date: Budget dollars, meeting notes, attendance certificates, training updates./ April and June 2012

Priority Initiative #9
Ensure institutional accountability through effective strategic planning and assessment process.
Objective #1: Build and submit accurate annual budget within all fiscal and time guidelines.
Responsibility: Dean and Associate Dean of Administrative Services
Statement of Need: Required by law to submit board approved budget to the State by January 1 each year.
Actions: 1. Create budget worksheets for administrative team to show prior year budget and actual dollars 2. Conduct various budget work sessions with each individual responsible for budget data. 3. Conduct budget workshops with Board of Trustees 4. File approved budget with all appropriate entities.
Resources and Approximate \$: 2. Institutional Improvement: Will require significant time/effort from admin team and board.
Assessment Method/Date: Budget worksheets and initial planning meetings by March 31, 2012; Board approval by August 31, 2012. Evidenced by meeting agendas, notes, emails

Will be added to when Stacy gets back...

Priority Initiative #1
Improve the quality of educational and student support services to increase student learning and student retention
Objective #1: Participate in QEP Pilot Program to initiate Live Chat availability for students to chat real time with Business Office staff to answer questions.

Responsibility: Stacy Lallman and Garry David

Statement of Need: We need to make ourselves available to students in the forums that they use. On-Line chat is one of those growing areas.

Actions:

Resources and Approximate \$:

**Admissions, Financial Aid and Records
Admissions**

Priority Initiative #1:

Improve the quality of educational and student support services to increase student learning and student retention.

Objective 1: Maintain Admissions Office satisfactory ranking by students and improve annually.

Responsibility: Dean of Admissions and Financial Aid/Registrar

Statement of Need: Continued improvement of student service.

Actions:

1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative.

Resources and Approximate \$:

2. Institutional Improvement

Assessment Method/Date: Number of students applying on-line and meeting admissions requirements timely. / July

Priority Initiatives:

#1 Improve the quality of educational and student support services to increase student learning and student retention.

#5 Provide fiscal, physical, human and technological resources to accommodate current and future needs.

Objective 2: Increase student service and dual credit enrollments by working with high school students in the College's service area.

Responsibility: Dean of Admissions and Financial Aid/Registrar

Statement of Need: High school students need additional assistance in applying for admissions, enrolling and understanding the process of attending college.

Actions:

1. Contact each service area high school during early spring regarding "Campus Connect" on-line registration process for dual credit students.
2. Mail dual credit brochure and Campus Connect instructions to dual credit participating schools.
3. Follow up on dual credit applicants during June, July, and August to verify admission requirements, TSI status, and enrollment.
4. Provide contact point for dual credit registration and Campus Connect questions.
5. Work with VC College Connection program to provide presentations, admission information, application assistance, enrollment help, and automatic acceptance into VC for diploma graduates.

Resources and Approximate \$:

2. Institutional Improvement:

Assessment Method/Date: Number of dual credit enrollments and percentage that enroll by Campus Connect. / July

Financial Aid**Priority Initiatives:**

#1 Improve the quality of educational and student support services to increase student learning and student retention.

#8 Implement a centralized, unified and organized recruitment and retention effort.

Objective 1: Improve student retention and success annually.

Responsibility: Financial Aid Staff

Statement of Need: Organized retention plan required by THECB and SACS.

Actions:

1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding those financial aid consequences.
2. Contact students who receive first letter of concern regarding attendance and explain financial aid consequences for non-attendance.

Resources and Approximate \$:

2. Institutional Improvement: Faculty assistance and telephone/supply budget.

Assessment Method/Date: Financial Aid staff signatures on all drop and withdrawal forms. / July

Priority Initiatives:

#1 Improve the quality of educational and student support services to increase student learning and student retention.

#7 Support opportunities for professional development for all Vernon College employees through appropriate funding.

Objective 3: Achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid.

Responsibility: Director and Assistant Director of Financial Aid

Statement of Need: Staff development through professional financial aid organizations and conferences.

Actions:

1. Attend annual DOE conference, called THECB conferences, TASFAA annual meeting, and other professional development opportunities.

Resources and Approximate \$:

2. Institutional Improvement: Travel budget of approximately \$4,000

Assessment Method/Date: Unqualified audit with no management letter notations / January

Priority Initiatives:

#1 Improve the quality of educational and student support services to increase student learning and student retention.

#5 Provide fiscal, physical, human and technological resources to accommodate current and future needs.
Objective 4: Maintain VC cohort student loan default rate as calculated by DOE at 10% or lower.
Responsibility: Director and Assistant Director of Financial Aid
Statement of Need: Default rate management is of primary concern for the continued participation in Title IV programs.
Actions: <ol style="list-style-type: none"> 1. Provide entrance and exit loan counseling opportunities for student borrowers. 2. Contract with consulting firm to contact students approaching default status to explain options and consequences.
Resources and Approximate \$: <ol style="list-style-type: none"> 2. Institutional Improvement: Consulting fees of approximately \$8,000
Assessment Method/Date: Department of Education Cohort Default Rate. / September
Priority Initiatives:
#1 Improve the quality of educational and student support services to increase student learning and student retention.
#2 Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the college.
#3 Enhance the technological infrastructure of the institution.
Objective 6: Improve financial aid advising services to both prospective and enrolled students.
Responsibility: Director of Financial Aid
Statement of Need: Benchmarks from CCSSE denote need for improved financial aid advising and outreach services to prospective and enrolled students.
Actions: <ol style="list-style-type: none"> 1. Create a VC Financial Aid Facebook page. 2. Participate in New Student Group Advising and create brochure. 3. Outreach to financial aid applicants with personalized letter from VC President. 4. Create Financial Aid Television instructional website. 5. Create Financial Aid "8 Easy Steps to the FAFSA" website. 6. Provide Financial Aid outreach presentations to high school students/parents and counselors.
Resources and Approximate \$: <ol style="list-style-type: none"> 2. Institutional Improvement
Assessment Method/Date: Improvement of CCSSE benchmarks for 2010-11 academic year. / September?

Student Records

Priority Initiatives:	
#1	Improve the quality of educational and student support services to increase student learning and student retention.
#5	Provide fiscal, physical, human and technological resources to accommodate current and future needs.
Objective 2: Maintain and improve student satisfaction ranking annually.	
Responsibility:	Dean of Admissions and Financial Aid/Registrar Assistant Registrar
Statement of Need: Improvement of CCSSE admission and enrollment benchmarks.	
Actions:	
<ol style="list-style-type: none"> 1. Continue the development and expansion of on-line registration in coordination with IT Department. 2. Expand time frames for Campus Connect registrations through late registration and last day for withdrawal. 	
Resources and Approximate \$:	
2. Institutional Improvement	
Assessment Method/Date: Number of students registering by Campus Connect and CCSSE rankings. / July	

Instructional Services

Priority Initiative #1:	
Improve the quality of educational and student support services to increase student learning and student retention.	
Objective 1: Improve the quality and availability of academic advising to students.	
Responsibility: Dean of Instructional Services, Division Chairs, and Faculty	
Statement of Need: Personal observation; CCSSE results indicate VC students perceive the frequency of academic advising / planning is less than other consortium colleges and CCSSE cohorts.	
Actions:	
<ol style="list-style-type: none"> 1. Support and implement the recommendations of the Academic Advising Taskforce. 2. Continue to research best practices in academic advising. 3. Refine, develop, and implement new processes (where applicable) for the academic advisement of students at Vernon College. 4. Provide advanced training for faculty in the area of academic advising, including use of the Student Success Module. 5. Increase participation in advising in general and in the CSA centers, specifically among faculty. 	
Resources and Approximate \$: \$25,000 budgeted in 2010-2011 Budget for CSA pay (900+ hours at \$27.50 per hour)	
2. Institutional improvement	
Assessment Method/Date: Report of faculty and students utilizing the CSA centers. Implementation of Student Success module and SENSE results.	
NOTE: SENSE results will be available Spring 2012 Date: July 31, 2012.	

Objective 2: Provide systematic early intervention strategies for at risk students.
Responsibility: Dean of Instructional Services, Division Chairs, and Faculty
Statement of Need: Increasing the success of all students focusing on 1st generation/academically disadvantaged students enrolling in community colleges as predicted by THECB Closing the Gaps.
Actions: <ol style="list-style-type: none"> 1. Customize and implement Early Alert module in POISE to be used in early identification of at risk students. 2. Create processes and provide training for faculty in use of module. 3. Contribute to the research of best practices for the potential creation of a student success course.
Resources and Approximate \$: No \$ -Institutional Improvement. Early Alert module purchased during 2010-2011 Budget year.
Assessment Method/Date: Existence and use of Early Alert module, documented training of faculty, improved retention rates as tracked by the institution, minutes of Student Success Course Taskforce (???). Date: July 31, 2012.

Objective 3: Improve success rate of students enrolled in developmental classes.
Responsibility: Dean of Instructional Services, Division Chairs, Instructional Designer, and Faculty
Statement of Need: Identified as priority by faculty teaching developmental courses.
Actions: <ol style="list-style-type: none"> 1. Review and revise placement processes for developmental math, reading, and writing courses. 2. Investigate the creation of a centralized developmental education program. 3. Continue to work toward certification by NADE. 4. Review success rates and efficiency of 8 week courses as compared to 16 week courses. 5. Investigate potential of non course based remediation in the Developmental Math program. 6. Instructional Designer will provide training sessions specifically for developmental educators on teaching techniques and strategies.
Resources and Approximate \$: No \$ - Institutional Improvement
Assessment Method/Date: Implementation of placement processes, Grade reports from developmental courses, Minutes of meetings. Date: July 31, 2012.

Objective 4: Increase the accessibility of course material through Blackboard to enhance access to instruction and improve student retention.
Responsibility: Dean of Instructional Services, Division Chairs, Instructional Designer, Faculty, and Blackboard Administrator
Statement of Need: Personal observation and recommendation of Division Chairs. Recent events such as inclement weather and instructor/student health issues have highlighted the need for backup plan for F2F/ITV courses in order to provide uninterrupted access to course material and information.
Actions: <ol style="list-style-type: none"> 1. Review mandatory use of Blackboard course shells by faculty teaching F2F/ITV courses as a course supplement / backup.

2. Provide training and technical/operational support for faculty to utilize course delivery in Blackboard 9.1.
3. Create online student orientation guide to enhance student success in online courses.

Resources and Approximate \$: No \$ - Institutional Improvement

Assessment Method/Date: Number/percent of faculty reporting use of Blackboard through End of Semester Course Review (ESCR). Log of training dates and participants from office of Instructional Design. **Date:** July 31, 2012

Objective 5: Increase the availability of tutoring services, especially in the area of mathematics, offered at Vernon College.

Responsibility: Director of Special Services, PASS Center Coordinators, and Math faculty.

Statement of Need: Personal observation, POISE data, CCSSE results, and satisfaction surveys reflect need for more math tutoring by qualified tutors who know instructor expectations and course content.

Actions:

1. Continue to investigate best practices with respect to tutoring services.
2. Evaluate feasibility of establishing "walk-in" tutoring at all PASS Centers.
3. Review hiring practices and pay scale for qualified tutors.
4. Develop consistent and convenient schedule for tutoring services at all PASS Centers.

Resources and Approximate \$: No \$ - Institutional Improvement

Assessment Method/Date: CCSSE data and surveys collected and assessed. **Date:** July 31, 2012

Objective 8: Increase student awareness of library services and programs as evidenced by the development of effective advertising strategies.

Responsibility: Director of Library Services, Library Staff

Statement of Need: Surveys show a high percentage of students who are unaware of interlibrary loan and the ability to request materials within and outside the Vernon College Library System. Also, data collected during this Fall 2010 semester indicated that a high percentage of Internet students *did not* receive information on how to access library resources. In response, the library will work to promote library services to distance learners as well as on-site students at all campuses.

Actions:

1. Take advantage of the library website and VC's social networking pages (Facebook and Twitter) to advertise library services.
2. Post information on VC message boards in Vernon and Century City Center.
3. Place library brochure in student advising centers and lobbies at all locations.
4. Update library flyer and email to all VC students at the start of each semester. Update flyer with student video clips.
5. Sponsor library open house at STC and distribute promotional materials (retractable pencils) with logo.

Resources and Approximate \$:

2. Institutional Improvement: Sufficient funds for publishing brochure and for purchasing promotional materials and refreshments

Assessment Method/Date: All advertising strategies will be implemented by Spring 2012.

Priority Initiative #2: Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the college.
Objective 1: Fully support and fund pilot projects from Instructional Services as selected by QEP Implementation Committee. Responsibility: Dean of Instructional Services, Division Chairs, Instructional Designer, and selected Faculty / Staff
Statement of Need: Compliance requirements as directed by SACS and as outlined and directed in the Quality Enhancement Plan document.
Actions: 1. Faculty / staff plan and conduct initiatives to enhance student learning and foster student engagement in the classroom / academic support services. 2. Support professional development activities for faculty / staff to enhance teaching techniques and academic support services. 3. Instructional Designer will create online training resources to be available via Blackboard and/or college website.
Resources and Approximate \$: No \$ - Institutional Improvement
Assessment Method/Date: QEP Implementation Committee Minutes, End of year pilot participant reports. Providing a list and location of resources available. Date: July 31, 2012.
Priority Initiative #3: Enhance the technological infrastructure of the college.
Objective 2: Continue to enhance the quality of online courses at Vernon College. Responsibility: Dean of Instructional Services, Instructional Designer, Blackboard Administrator, and Division Chairs
Statement of Need: Implementation of Blackboard 9.1 with rubric for online instruction.
Actions: 1. Provide training and professional developmental workshops for faculty teaching online courses.
Resources and Approximate \$: No \$ - Institutional Improvement & Technology
Assessment Method/Date: Log of training dates and participants, data from course evaluations from the Distance Education Committee as well as meeting minutes from DE committee Date: August 31, 2012.
Objective 3: Continue to evaluate the use of "virtualization" in Instructional Services computer labs to enhance quality and availability while minimizing cost of updates. Responsibility: Dean of Instructional Services, IT, and Richard Warren
Statement of Need: Loss of Perkins funds has precluded the updating of computer labs.
Actions: 1 Evaluate pilot project completed by Richard Warren (COSC Instructor) to "virtualized" computer lab CCC 500. 2 Determine economic and student learning impact of virtualized computer labs.

Resources and Approximate \$: No \$ - Intuitional Improvement - Project funded from 2010-2011 Budget.
Assessment Method/Date: QEP project final report, recommendations of COSC/CIS instructors, Computer lab evaluation forms. Date: July 31, 2012.

Objective 4: Increase the efficiency of course and room scheduling/reservation.
Responsibility: Dean of Instructional Services, IT, Faculty secretaries, Admission/Records, CE
Statement of Need: Personal observation, recommendation of current employees
Actions: 1 Customize, install, train, and utilize Course Management module.
Resources and Approximate \$: No \$ - Institutional Improvement - Course Management module purchased from 2010-2011 Budget.
Assessment Method/Date: Training logs, time savings as reported by end users Date: July 31, 2012.

Priority Initiative #4: Incorporate Global Learner Outcomes (general education outcomes) throughout the institution and develop assessment measures to evaluate their achievement.
Objective 1: Develop means to document the attainment of general education outcomes.
Responsibility: Core Curriculum Subcommittee and Academic Council
Statement of Need: SACS and THECB criteria
Actions: 1. Operationally define terms related to general education outcomes and assessment. 2. Communicate with faculty and solicit input regarding assessment of general education outcomes. 3. Research best practices in assessing general education outcomes. 4. Implement assessment measures of general education outcomes and document results.
Resources and Approximate \$: No \$ - Institutional Improvement
Assessment Method/Date: Existence of Assessment Plan Date: August 31, 2012.

Priority Initiative #5: Provide fiscal, physical, human and technological resources to accommodate current and future needs.
Objective 4: Develop plan for providing technology needed to maintain the quality of Career and Technical Education programs.
Responsibility: Dean of Instructional Services, Division Chairs, and Grant Administrator
Statement of Need: Anticipated loss for funding from Carl Perkins grant.
Actions: 1. Develop schedule of needs in coordination with Faculty, Division Chairs, and Grant Administrator. 2. Prioritize and place on Annual Action Plan and Technology Plan.

Resources and Approximate \$: No \$ - Institutional Improvement
Assessment Method/Date: Incorporated into Annual Action Plan and Technology Plan. Date: July 31, 2012.

Priority Initiative #7:
Support opportunities for professional development for all Vernon College employees through appropriate funding.
Objective 1: Enhance faculty and staff performance through appropriate professional development activities.
Responsibility: Dean of Instructional Services, Division Chairs, and Instructional Designer
Statement of Need: Personal observation, Results of SIR II (Student Instructional Report), SACS criteria
Actions: <ol style="list-style-type: none"> 1. Provide training in "best practices" through the office of Instructional Design. 2. Utilize SIR II data and results to determine instructional areas in most need of improvement for individual instructors. 3. Provide basic POISE training for instructional services faculty and staff.
Resources and Approximate \$: No \$ - Institutional Improvement
Assessment Method/Date: Number of documented training logs, Number of faculty receiving training and results of SIR II Date: July 31, 2012.

Objective 2: Provide opportunities for Instructional Services faculty and staff to develop leadership skills.
Responsibility: Dean of Instructional Services, Division Chairs, and Directors
Statement of Need: Personal observation
Actions: <ol style="list-style-type: none"> 1. Promote involvement of faculty / staff in appropriate campus organizations. 2. Participate in CLARA Leadership Academy within the NTCCC. 3. Investigate the potential for "lead instructors" within disciplines / programs to provide leadership and mentoring to colleagues. 4. Promote participation in Wichita Falls and Vernon leadership programs.
Resources and Approximate \$:
2. Institutional Improvement: \$4,000 (\$1,000 CLARA Leadership Academy membership fee + \$2,000 travel, WF and Vernon Leadership \$1,000)
Assessment Method/Date: Number of faculty / staff active in respective organizations, annual participation in CLARA Leadership Academy, minutes of meetings. Date: July 31, 2012.

Objective 3: Provide staff development opportunities for all full time library staff members.
Responsibility: Director of Library Services, Dean of Instructional Services, Library Staff
Statement of Need: Information access and delivery changes rapidly as new technologies are developed and ideas are presented which improve the efficiency and effectiveness of library operations. Staff development affords library staff the opportunity to remain skilled and knowledgeable in all areas of library processes and procedures including reference support and customer service.

Actions:

1. Take advantage of TexShare webinars to remain current on database features and interfaces.
2. Request travel expenses for both professional librarians to attend the Texas Library Association Conference.
3. Seek funding to enroll in online training to learn advanced features in Captivate 5 software. Learn how to use text entry objects and quizzes in Captivate

Resources and Approximate \$: Travel expenses for TLA Conference-\$1,600.00 Training for full time employees-\$700.00 Captivate 5 software training-\$300.00

Assessment Method/Date: All library staff will participate in staff development opportunities by August 2012.

Priority Initiative #8:

Implement a centralized, unified, and organized recruitment and retention effort.

Objective 1: Provide systematic early intervention strategies for at risk students.

Responsibility: Dean of Instructional Services, Division Chairs, and Faculty

Statement of Need: Increasing the success of all students focusing on 1st generation/academically disadvantaged students enrolling in community colleges as predicted by THECB Closing the Gaps.

Actions:

1. Customize and implement Early Alert module in POISE to be used in early identification of at risk students.
2. Create processes and provide training for faculty in use of module.
3. Contribute to the research of best practices for the potential creation of a student success course.

Resources and Approximate \$: No \$ -Institutional Improvement

Assessment Method/Date: Existence and use of Early Alert module, documented training of faculty, improved retention rates as tracked by the institution, minutes of Student Success Course Taskforce (???). **Date:** July 31, 2012.

Priority Initiative #9:

Ensure institutional accountability through effective strategic planning and assessment processes.

Objective 1: To garner broader faculty input in the annual planning and assessment processes.

Responsibility: Dean of Instructional Services, Division Chairs, and Faculty

Statement of Need: Increased expectations for accountability by governing bodies, accrediting agencies, and stakeholders.

Actions:

1. Review faculty/staff input regarding long-term objectives as provided by Director of Institutional Effectiveness.
2. Emphasize and allow opportunity for input from faculty during division meetings.

Resources and Approximate \$: No \$ -Institutional Improvement

Assessment Method/Date: Division meeting minutes, long-term objective suggestions. **Date:** July 31, 2012.

**Office of President
Human Resources**

Priority Initiatives #7: Support opportunities for professional development for all Vernon College employees through appropriate funding.

Objective 2: Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.

Responsibility: Director of Human Resources and HR Clerk

Statement of Need: to ensure benefits compliance, to adequately network and enhance HR knowledge, and to enhance technology related knowledge

Actions: 1. Participate in ERS Benefits Conference.
2. Participate in TACCHRP Conference.

Resources and Approximate \$: Institutional Improvement: ERS Benefits \$1,000; TACCHRP \$1,000

Assessment Method/Date: Participation in trainings and conferences - June, July

Priority Initiatives #8: Implement a centralized, unified and organized recruitment and retention effort.

Objective 1: Develop online new employee orientation packet.

Responsibility: Director of Human Resources and HR Clerk

Statement of Need: to meet expected SACS compliance criteria and improve timeliness of paperwork processing

Actions: 1. Through work with QEP Director, Instructional Design and Technology Coord. and IT, develop ideas and processes to move and implement new hire paperwork and orientation packet to the internet/VC webpage.
2. Move paperwork to VC Website.
3. Create online orientation process.
4. Implement online process.

Resources and Approximate \$: Institutional Improvement, No \$

Assessment Method/Date: as evidenced by process implementation ; by August 31

Priority Initiatives: #9 Ensure institutional accountability through effective strategic planning and assessment processes.

Objective 1: Review/update policies in Employee Handbook

Responsibility: Director of Human Resources

Statement of Need: to ensure the College policies are up to date and accurate and to ensure compliance with local, state and federal regulations.

Actions: 1. Review the Employee Handbook for policies that need to be updated or rewritten on annual basis.
2. Research policy.

3. Update/rewrite policy.
4. Seek appropriate approvals.
5. Update online.
6. Send out employee notification of update.

Resources and Approximate \$: Institutional Improvements, No \$

Assessment Method/Date: current information in Employee Handbook online by July 31

Information Technology - not yet available

Office of Institutional Advancement

Priority Initiatives:

#5 Provide fiscal, physical, human and technological resources to accommodate current and future needs.

#6 Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.

#7 Support opportunities for professional development for all Vernon College Employees through appropriate funding.

Objective #1: Respond to College funding needs through various fundraising methods.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist

Statement of Need: Philanthropic support is important to Vernon College. Using the Vernon College Foundation as the repository of philanthropic funds College needs have been identified in the area of endowed and non-endowed scholarship support; endowed positions; program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as program/department support or equipment. The desktop computer (cpu) in the Advancement Services area and the Department's laptop both need replacing. The cpu was purchased prior to 2006 and the laptop was purchased in 2006.

Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program. Utilize consultants in the preparation of federal grants as necessary.
2. Review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.

3. Using RE identify donors by lifetime giving and launch a new president-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.
4. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of "building" endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
5. Continue to build support for the Vernon College Foundation Annual Auction.
6. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about pending grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
7. Attend relevant training workshops for grant writing and management; work with the President, the Dean of Instructional Services and the Associate Dean of Career and Technical Education to encourage faculty and, when appropriate staff, to participate in grant writing on behalf of their programs.
8. Replace one outdated desktop in Advancement Services and the office laptop computer.

Resources and Approximate \$:

2. **Institutional Improvement:** Funds to create and implement an annual President-level Donor Recognition Event -- \$6,000; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- \$5,000; Grant writing workshop attendance -- \$3,000; CRD Federal Funding Task Force and Annual Conference participation -- \$3,000; Advancement Services Specialist participation in the CASE (Council for Advancement and Support of Education) Advancement Services Institute -- \$2,500.

Assessment Method/Date: Sustained giving by current donors as well as new donors to the College and Foundation added as evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by August 31, 2012. Submission of the annual Voluntary Survey for Aid to Education (VSE) by October 1, 2012. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched by August 31, 2012. President-level donor recognition event held and donor recognition items awarded by August 31, 2012. Donor solicitations segmented and targeted based on the aggregate information contained in the RE database, initial phase by August 31, 2012 and on-going. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidenced by reports noted above begin identification and cultivations by August 31, 2012. Increased items given to and participation in the Vernon College Foundation annual auction as evidenced by dollars raised and matched by the Foundation by February 28, 2012. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2010-2011 fiscal year by August 31, 2012. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by August 31, 2012. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes-- November 2011. Attend grant writing/management workshop; tools and techniques learned at the workshop incorporated into College grant program by August 31, 2012. Advancement Services Specialist participation in CASE Advancement Services Summer Institute; tools and techniques learned incorporated into Institutional Advancement program by August 31, 2012. Annual Software licenses/maintenance contracts renewed by August 31, 2012. Desktop computer and laptop replaced by August 31, 2012.

Objective #2: Continue to develop an active Ex-Students Association that will increase alumni awareness about the College and the Foundation, participation in events, and philanthropic support.

Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Director of Institutional Advancement/Executive Director, Vernon College Foundation

Statement of Need: Vernon College needs a strong alumni base to support its marketing, philanthropic support, and recruiting efforts.

Actions:

1. Create a culture of ownership among alumni/ex-students in support of Vernon College.
2. Research and identify ex-students and add to the Raiser's Edge (RE) database.
3. Continue contract with Harris Connect to secure the most up-to-date alumni address and telephone information.
4. Implement a campaign through social networking media, such as the Vernon College Alumni Facebook page to maintain contact with identified alumni and as a recruiting vehicle for the Vernon College Ex-Students Association.
5. Using segmentation through the RE database, develop and implement affinity group annual events such as the Rodeo Alumni Las Vegas event, athletic team alumni events, program specific alumni events.
6. Obtain alumni recognition items, such as the item for the Rodeo Alumni Event.
7. Develop and implement a Alumni specific communications vehicle using an E-Newsletter format.
8. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations to attend alumni workshops.

Resources and Approximate \$:

2. Institutional Improvement: Contract with Harris Connect -- \$5,000 (to obtain current address and telephone information for approximately 10,000 alumni). Funds for annual alumni events, including the Rodeo, Volleyball, and Softball events -- \$10,000; Funds for alumni recognition items -- \$4,000. Coordinator of Marketing and Alumni Relations participation in alumni training workshops -- \$2,500.

Assessment Method/Date: Increased number of ex-students added to the RE database with current address and telephone information obtained through Harris Connect contract by August 31, 2012. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes by August 31, 2012. Alumni Newsletter developed and implemented by August 31, 2012. Coordinator of Marketing and Alumni Relations attendance at alumni training workshops by August 31, 2012.

Objective #3: Enhance the visibility of Vernon College and the Vernon College Foundation to educate the residents of the 12 county service area about the value of their Community College.

Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Director of Institutional Advancement/Executive Director, Vernon College Foundation

Statement of Need: Vernon College must continue to develop and implement marketing/communication strategies through such vehicles as *Insight*, an annual president's report, enhanced program brochures and web strategies.

Actions:

1. Continue to enhance *Insight* as the communication vehicle about Vernon College and its faculty and staff.
2. Develop and implement a strong case for support utilizing various marketing strategies centered around the "Did You Know. . ." points and the tagline "Your Community College; Your Community Partner" to educate Wichita County residents about the need for a Branch Maintenance Tax. Contract with a marketing firm that is familiar with this type of effort to extend the College's marketing resources in this campaign.
3. Activate the Wichita County Advisory Committee as the leaders of the Branch Maintenance Tax effort.
4. Take advantage of, as funds are available, enhanced marketing/communication opportunities to support the College's visibility.
5. Develop and implement an annual President's Report to be sent to all constituencies as well as all media outlets in the 12 county service area.
6. Utilize the Vernon College website effectively.
7. Utilize the services of a professional photographer, on an as-needed basis, to enhance marketing materials to better showcase Vernon College to its constituencies and current and potential students.

Resources and Approximate \$:

2. Institutional Improvement: Funds to enhance *Insight* -- \$5,000. Branch Maintenance Tax Campaign, including marketing consultation -- \$35,000. Annual President's Report -- \$30,000. New funds to take advantage of marketing/communication opportunities as they arise -- \$10,000. Professional photographic services -- \$7,000.

Assessment Method/Date: *Insight* circulation continues to grow and news about the College, Foundation, faculty and staff disseminated throughout the 12 county service area by August 31, 2012. Branch Maintenance Tax Campaign underway toward targeted election date as early as November 2011. President's report developed, implemented and disseminated by November 30, 2012 and every fall thereafter as long as funding is approved.

Priority Initiatives #8**Implement a centralized, unified and organized recruitment and retention effort.**

Objective #1: Continue to increase scholarship availability for Vernon College students.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist

Statement of Need: Financial difficulties can be a barrier to students; therefore, a strong scholarship program aids in both recruitment and retention efforts. The application process must be easy for students to complete. Since the implementation of the STARS On-Line Application Program scholarship applications rose 177% in one year. This is projected to continue to increase. There is also a need to provide information about other non-Vernon College and Foundation scholarships that are available for Vernon College students. Further students must have a place to go and an identified person(s) to speak with for help with scholarship applications. The SENSE Survey indicated that students do not feel that there is anyone identified at Vernon College that can assist them with scholarship questions, i.e., Question 18i -- "The College provided me with adequate information about financial assistance and Question 18j-- "A college staff member helped me determine whether I qualified for financial assistance." Therefore, in the area of scholarships which this Office handles we must do a better job of assisting our current and future students take advantage of all scholarship opportunities.

Actions:

1. Continue to utilize the STARS On-Line Scholarship Application process to facilitate scholarship applications.
2. Establish a "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications both College, Foundation, and non-College/Foundation scholarships that are open to Vernon College students.
3. Develop a scholarship page on the Vernon College website that links to the STARS application process and provides information and links to other scholarships open to Vernon College students.
4. Develop multiple access points on within the Vernon College website that will provide access to the STARS program as well as other scholarship information.
5. Continue to improve and enhance program brochures, including dual credit, as marketing pieces for the College and its course offerings.
6. Develop a new marketing recruiting video, utilizing a marketing firm, to showcase the College.
7. Work with the Early College Start Coordinator and the College Recruiter to maintain contacts with the high school counselors and prepare scholarship presentations for their seniors.
8. Manage the Vernon College Foundation Catching the Future dual credit scholarship program and the Iowa Park Vernon College Connections Scholarship program.
9. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation scholarships, including dual credit scholarships.

10. Add a staff position, Advancement Services Specialist for Scholarship Support, to manage and update the STARS website; add new scholarships to the database; review information for completeness and make changes in existing scholarship criteria if it is revised; prepare STARS reports including, student application progress reports and communicate with students who have not completed their application process; respond to student applicant questions and assist in the application process; maintain all scholarship files; maintain the Scholarship page on the Vernon College website; under the direction of the Director of Institutional Advancement/Executive Director, Vernon College Foundation, prepare and send scholarship offers to students and scholarship recipient reports to donors; assist with the annual Scholarship Banquet; respond to inquiries from donors regarding the status of their scholarship funds; update scholarship information in the RE database and run RE scholarship reports as needed.

Resources and Approximate \$:

2. Institutional Improvement: Funds to continue the enhancement of program brochures -- \$15,000. Marketing/recruiting video utilizing a marketing firm -- \$25,000

Assessment Method/Date: "Vernon College/Vernon College Foundation Scholarship Office" established by September 1, 2011 and marketed to students and high school counselors September 2011-March 1, 2012. Advancement Services Specialist for Scholarship Support hired by August 31, 2012. STARS Annual License renewed by January 12, 2012. Increased scholarship applications through the STARS program utilizing the reporting mechanisms available through the program by March 1, 2012. Number of students who seek personal application assistance with both College and Foundation and non-College and Foundation scholarships using a tracking report; report prepared by August 31, 2012. Program brochures redesigned and video developed and disseminated throughout the 12 county service area by August 31, 2012. The video will also be used in marketing efforts to educate Wichita County citizens about the importance of Vernon College to them by August 31, 2012. Scholarship presentations in area high schools tracked by August 31, 2012. Increased funding for scholarships achieved by August 31, 2012.

Office of President/Effectiveness

Priority Initiative #1:

Improve the quality of educational and student support services to increase student learning and student retention.

Objective 1: The College will continue to emphasize student learning outcomes and consistently initiate effective assessment practices to demonstrate that it is fulfilling its mission.

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected SACS compliance criteria and to improve student learning data results from CCSSE and SENSE

Actions:

1. Monitor and ensure the instructional component of the College adequately meets to assess student learning outcomes.
2. Monitor and ensure the Assessment Calendar is followed by all components of the College.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process **Date:** Ongoing annual review with summation by July 1

Objective 2: The College will continue to initiate multiple measures of student learning.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: As directed by the Vernon College Mission, CCSSE and SENSE benchmarks, and SACS compliance criteria
Actions: <ol style="list-style-type: none"> 1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of student learning. 2. From the established Assessment Calendar, monitor and ensure measures of student learning.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes Date: Ongoing annual review with summation by July 1

Objective 3: The College will continue to develop appropriate assessment data for course and programmatic decision making.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: Utilization of results from Assessment Calendar for improvement
Actions: <ol style="list-style-type: none"> 1. Support and encourage innovative, creative and consistent assessment activities. 2. President will insist that all program decisions are based on appropriate data. 3. Monitor the Assessment Calendar for completion.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process Date: Ongoing annual review with summation by July 1

Objective 4: The College will develop and implement multiple assessment measures to review and improve student support services.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: As directed by the Vernon College Mission, CCSSE and SENSE benchmarks, and SACS compliance criteria
Actions: <ol style="list-style-type: none"> 1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of student learning. 2. From the established Assessment Calendar, monitor and ensure measures of student learning.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes Date: Ongoing annual review with summation by July 1

Objective 5: The College will ensure implementation of Student Academic Advising Task Force and Retention/Completion Task Force approved recommendations.

Responsibility: President

Statement of Need: Input from faculty and staff, personal observation, CCSSE and SENSE benchmarks

Actions:

1. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Student Academic Advising Task Force
2. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Retention/Completion Task Force

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by meeting notes, annual action plans and budget **Date:** July 1

Priority Initiative #2:

Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the College.

Objective 1: The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.

Responsibility: President

Statement of Need: To meet SACS compliance criteria and observed need from Annual Action Plans

Actions:

1. Ensure adequate resource allocation decisions through budget process

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: QEP operational budget **Date:** Annual with review by July 1

Objective 2: The College will continue to initiate processes for review of QEP pilot projects.

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet SACS compliance criteria and observed need from Annual Action Plans

Actions:

1. Will initiate a review process and review QEP pilot projects on an annual basis.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by meeting notes, pilot compensation forms and approved purchase requisitions **Date:** Ongoing annual review with summation by July 1

Objective 3: The College will encourage implementation of successful innovative QEP projects or strategies.

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet SACS compliance criteria and observed need from Annual Action Plans
Actions: 1. Ensure resource allocations for proven successful projects.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by Annual Action Plan and QEP operational budget Date: Ongoing annual review with summation by July 1

Priority Initiative #3: Enhance the technological infrastructure of the institution.
Objective 1: The College will utilize assessment data and planning information from all components of the institution to develop an Annual Technology Action Plan. Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
Actions: 1. Monitor and ensure that Assessment and Planning calendars are followed. 2. Ensure production of Annual Technology Action Plan.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Completion of Assessment Calendar and planning calendar as evidenced by minutes, Communication Reports, agendas and meeting notes. Date: Ongoing annual review with summation by July 1

Objective 2: The College will utilize assessment data and planning information from all components of the institution to develop a three to five year technology plan. Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
Actions: 1. Require each component of the College to submit a three to five year plan.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by submitted plans Date: Annual with review by July 1

Objective 3: The College will support the technology infrastructure through appropriate resources allocation decisions. Responsibility: President
Statement of Need: To ensure effective and efficient purchasing processes
Actions: 1. Ensure development of a Technology Plan.

2. Monitor and ensure budget development.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by Technology Plan and budget Date: Annual with summation by July 1
Objective 4: Maintain and enhance technology infrastructure of the President's Office
Responsibility: Administrative Secretary to the President
Statement of Need: To ensure continuous maintenance and enhancement of technology in order to accomplish primary responsibilities of Institutional Advancement, Human Resources, and Institutional Effectiveness.
Actions:
1. Maintain hardware and software inventory, and anticipated replacement rotation list
2. Monitor and ensure budget development for efficient purchasing
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by inventory list and budget Date: Annual with summation by January 1
Priority Initiative #4:
Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.
Objective 1: The College will ensure that the instructional component of the institution will focus on the development and implementation of general education outcomes.
Responsibility: President
Statement of Need: To meet expected SACS compliance criteria and to improve student learning data results from CCSSE, SENSE and SIR II
Actions:
1. Monitor and ensure the development of general education outcomes.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by developed general education outcomes Date: Ongoing annual review with summation by July 1
Objective 2: The College will emphasize multiple measures of assessment to validate the general education outcomes.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet expected SACS compliance criteria and to improve student learning data results from CCSSE, SENSE and SIR II
Actions:
1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of assessment to validate the general education outcomes.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes and Assessment Calendar

Date: Ongoing Annual review with summation by July 1

Priority Initiative #5:

Provide fiscal, physical, human and technological resources to accommodate current and future needs.

Objective 1: The College will emphasize assessment activities and planning information from all components of the College to identify fiscal, physical, human and technological resources to accommodate current and future needs.

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected SACS compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results; and to ensure effective and efficient purchasing processes

Actions:

1. Monitor and ensure that the Assessment Calendar and planning processes are followed.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by completion of Assessment Calendar Communication forms and Annual Action Plans **Date:** Annual with summation by July 1

Objective 2: The College will annually receive input from internal and external constituents to identify resource needs for the future.

Responsibility: President

Statement of Need: To meet expected SACS compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results; and to ensure effective and efficient purchasing processes

Actions:

1. Provide formal and informal opportunities for input.
2. Utilize community focus and advisory groups.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by agendas, minutes and meeting notes **Date:** Ongoing with semiannual summation to be reviewed January and July

Objective 3: The College will prepare for the future through appropriate resource allocation decisions in the annual budget development process.

Responsibility: President

Statement of Need: To meet expected SACS compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results; and to ensure effective and efficient purchasing processes

Actions:

1. Monitor and ensure that the planning process drives the budget process and is completed within appropriate timelines.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by Annual Action Plan and budget **Date:** Ongoing annual review with summation by July 1

Priority Initiative #6:

Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.

Objective 1: The College will support process review and recommendations for change of fundraising activities to enhance external funding.

Responsibility: President

Statement of Need: Enhanced scholarship opportunities through fundraising and capital projects.

Actions:

1. Coordinate task force to review fund raising activities to enhance external funding.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: Appointment of task force and end of task force documented recommendations **Date:** July 1

Objective 2: The College will support efforts to strengthen alumni relations.

Responsibility: President

Statement of Need: To ensure effective and efficient Institutional Advancement results

Actions:

1. Support alumni newsletter and meetings.

2. Encourage participation of alumni through personal contact.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by newsletters, agendas, minutes and meeting notes **Date:** Ongoing annual review with summation by July 1

Objective 3: The College will ensure focus on external fund raising through support of personnel, processes, and technology.

Responsibility: President

Statement of Need: As evidenced by Annual Action Plan

Actions:

1. Review use of software purchased during Fall 2010

2. Coordinate task force to review processes and personnel

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced through reports produced, gift income recorded and segmented mailings; Evidence of appointments and end of task force documented recommendations **Date:** July 1

Priority Initiative #7: Support opportunities for professional development for all Vernon College employees through appropriate funding.
Objective 1: The College will allocate resources to ensure that faculty, students and staff acquire, discover, and apply knowledge. Responsibility: President
Statement of Need: To meet expected SACS compliance criteria and to support Annual Action Plans
Actions: 1. Ensure resource allocation for faculty, staff and students through budget process. 2. Ensure resource allocation for curriculum and technology.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of professional development for faculty, students and staff and evidence in budget Date: Ongoing review with summation by July 1
Objective 2: The College will support and make available professional development opportunities for administrators, faculty and staff. Responsibility: President
Statement of Need: To meet expected SACS compliance criteria and to support Annual Action Plans
Actions: 1. Ensure resource allocation for administrators, faculty and staff through budget process.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of professional development for faculty, students and staff and evidence in budget Date: Ongoing review with summation by July 1
Objective 3: The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering, and applying knowledge. Responsibility: President and Coordinator of Marketing and Alumni Relations
Statement of Need: To meet expected SACS compliance criteria and to support Annual Action Plans
Actions: 1. Recognition through institutional service awards 2. Ensure recognition through news articles of those participating in professional development.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by Service Award list and news articles Date: Ongoing annual review with summation by July 1
Objective 4: Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities. Responsibility: Director of Institutional Effectiveness

Statement of Need: To ensure compliance with SACS criteria; to adequately support research based projects; and to enhance technology related skills
Actions: 1. Participate in SACS Preconference and Conference (Orlando, Florida) 2. Participate in TAIR Preconference and Conference (Corpus Christi, Texas)
Resources and Approximate \$: 2. Institutional Improvement: SACS \$2500; TAIR \$1200
Assessment Method/Date: As evidenced budget, travel requests and travel expense reports Date: Ongoing annual review with summation by July 1

Priority Initiative #8:
Implement a centralized, unified and organized recruitment and retention effort.
Objective 1: The College will annually review policies, procedures, processes, practices and programs associated with recruitment efforts. Responsibility: President
Statement of Need: Personal observation and continuous improvement
Actions: 1. Appointment task force for recruitment.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Evidence of appointment and end of task force documented recommendations Date: July 1

Objective 2: The College will annually review policies, procedures, processes, practices and programs associated with retention/completion efforts. Responsibility: President
Statement of Need: Personal observation and continuous improvement
Actions: 1. Review and revise Enrollment Management Committee purpose and responsibilities to include retention and completion oversight
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by Enrollment Management Committee purpose and responsibilities, agendas, minutes and meeting notes Date: July 1

Priority Initiative #9:
Ensure institutional accountability through effective strategic planning and assessment processes.
Objective 1: The College will annually review mission documents with the Board of Trustees, administration, faculty and staff to ensure the organization's commitments are clearly defined. Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected SACS compliance Criteria and to ensure that all stakeholders have a clear understanding
Actions: 1. To annually review mission documents in meetings
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced through agendas, minutes, and meeting notes Date: Ongoing with summation by July 1
Objective 2: The College will update and adhere to an assessment activity calendar, planning calendar and budgeting cycle calendar to ensure institutional accountability. Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure data driven, effective and efficient decision making
Actions: 1. Monitor, update and ensure the adherence to assessment, planning and budgeting cycle calendars.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by calendars, their completion, Key Performance Indicators of Accountability, Annual Action Plans and the operating budget. Date: Ongoing annual review with summation by July 1
Objective 3: The College will continually scan the local, regional, state and national trends and environments to realistically prepare for a future shaped by societal and economic trends. Responsibility: President
Statement of Need: All employees need to be informed of future needs
Actions: 1. Participate in local and regional focus groups 2. Participate in state and national conferences 3. Budget for journals and newspapers
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced through participation in focus groups, conferences, and component Annual Action Plans and budgets Date: Ongoing annual review with summation by July 1
Objective 4: The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability. Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet expected SACS compliance criteria; to ensure the College Strategic Plan clearly defines the mission; an institutional accountability report and President's report does not exist; and to ensure all stakeholders are informed

Actions: 1. Develop an institutional accountability report. 2. Develop a President's report. 3. Conduct review and update of the strategic planning process and document.
Resources and Approximate \$: 2. Institutional Improvement: \$10000 for production of reports
Assessment Method/Date: Development of reports by July 1 and update of strategic plan document by August 1
Objective 5: The College will complete an institutional self study to ensure ongoing SACS compliance. Responsibility: President, Director of Institutional Effectiveness and Administrative Team Statement of Need: To meet expected SACS compliance criteria which requires Fifth Year Interim Report. Periodic institutional self studies will assist in ensuring ongoing documentation of compliance. Actions: 1. Review and update SACS Compliance Certification document. Resources and Approximate \$: Institutional Improvement, no \$ Assessment Method/Date: Completion of institutional self study by August 1
Objective 6: The College will review and update the responsibilities and members of standing committees. Responsibility: President and Administrative Team Statement of Need: To ensure appropriate, effective and efficient representation and charge to committee for the entire strategic planning and assessment process. Actions: 1. Review and update standing committees Resources and Approximate \$: Institutional Improvement, no \$ Assessment Method/Date: Revised standing committees by July 1
Division of Institutional Effectiveness - Quality Enhancement
Priority Initiative: #2 Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the college. Objective #1: Facilitate communication regarding the Quality Enhancement Plan for the institution and outside entities (such as SACS). Responsibility: Criquett Lehman, Director of Quality Enhancement Statement of Need: Compliance requirements as directed by SACS.

As outlined and directed in the Quality Enhancement Plan document.

Actions:

1. Publish "the Quest" newsletter to be distributed to faculty and staff via mass email and post on the website as a resource.
2. Publish "the Chap" student newsletter once a semester to be posted on the website and sent to all students's via their Vernon College email account.
3. Present/provide information at orientations - students, new employees, Fall and Spring faculty and staff developments.
4. Produce the QEP Annual Progress Report not later than September 2012.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date:

1. Produce 3 faculty/staff newsletters per academic year 2011-2012. July 2012
2. Produce 1 student newsletter per semester (Fall 2011 & Spring 2012). May 2012
3. Provide a list of dates, agendas, and participation log for orientations. May 2012
4. Annual Progress Report submitted by September 2012.

Objective #2: Chair Quality Enhancement Plan Implementation Committee

Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need: As outlined and directed in the Quality Enhancement Plan document.

Actions:

1. Provide leadership as chair.
2. Meet monthly.
3. Ensure completion of Quality Enhancement Plan objectives.
4. Review and maintain Quality Enhancement Plan timeline.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date:

1. Agenda and minutes for the 2011-2012 academic year. July 2012
2. Number of meetings completed in the 2010-2011 academic year. July 2011

Objective #3: Manage and provide support for the quality enhancement pilot program as prescribed by the Quality Enhancement Plan.

Responsibility: Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator

Statement of Need:

Compliance requirements as directed by SACS.

As outlined and directed in the Quality Enhancement Plan document.

Actions:

1. Recruit new pilot participants.

2. Review pilot project documentation and provide support and training for incorporation of General Education Outcomes and development of assessment measures.
3. Provide training and professional development to be completed each semester by December 2011 and May 2012.
Organize and conduct trainings, Oversee pilot mentor program, Schedule and conduct one-on-one meetings, Participate in NISOD convention.
4. Provide technical and operational support through purchase of software and equipment, completion of mid and end-of-year reports, providing oversight for pilot portion of the QEP timeline.

Resources and Approximate \$: QERI = available through Quality Enhancement Resource Inventory

2. Institutional Improvement: Funding for NISOD Convention - \$1,400.00 X 5 pilot participants = \$7,000.00 (Est.)

Assessment Method/Date:

1. Number of new pilot applications, completion of pilot project rubrics by the QEP Implementation Committee, meeting minutes reflecting the selection of the pilot participants for the 2012-2013 academic year. December 2011
2. List of "Objective" (General Education Outcomes) section and "Assessment Data/Evidence" (Assessment Measures) section of end-of-year reports for each pilot participant. July 2012
3. List of pilot mentor resources posted to website/Blackboard, log of one-on-one meetings, log of trainings, and number of pilots who participated in NISOD Convention. Review and complete December 2011, May 2012, and August 2012. Meeting minutes reflecting updates reported to QEP Implementation Committee. January 2012, June 2012
4. Budget spreadsheet and purchase requisitions reflecting equipment and software purchases (August 2012), Resource Inventory supply (August 2012), Resource Inventory check out log (August 2012), completion of pilot mid-year reports (December 2011), completion of pilot end-of-year reports (July 2012), Committee meeting minutes reflecting the completion of pilot objectives according to the QEP timeline (August 2012).

Objective #4: Ensure Compliance with SACS

Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need: Compliance requirements as directed by SACS.

Actions:

1. Produce QEP Annual Progress Report.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date:

1. Annual Progress Report submitted by September 2012.

Objective #5: Integrate innovative technologies, including hardware and software, as piloted through the Quality Enhancement Plan into the college infrastructure.

Responsibility: Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator

Statement of Need:

As outlined and directed in the Quality Enhancement Plan document.

Identified best practices from the Pilot Participant's end-of-year reports.

Personal observation of increased demand by faculty and staff (surveys, interviews, verbal communication, VC Café Sessions).

Ensure effective and cost efficient spending practices to purchase and maintain technology.

Actions:

1. Provide training opportunities and technical support through the pilot mentor program and the faculty/staff resource website.
2. Administer satisfaction surveys during the academic year.
3. Assess the Quality Enhancement Resource Inventory list to determine utilization and necessary upgrades.

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date:

1. List of pilot mentor resources and training materials posted to website/Blackboard. May 2012
2. Provide results from satisfaction surveys. May 2012
3. Quality Enhancement Resource Inventory list results. December 2011 & May 2012

Priority Initiative:

#7 Support opportunities for professional development for all Vernon College employees through appropriate funding.

Objective #1: Ensure Compliance with SACS

Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need: Compliance requirements as directed by SACS.

Actions:

1. Participate in SACS pre-conference workshops and SACS 2011 Annual Meeting.

Resources and Approximate \$: Institutional Improvement: Staff development funding to attend conferences - \$2,000.00 (Est.)

Assessment Method/Date:

1. Travel Expense Vouchers indicating attendance. December 2011

Priority Initiatives:

#9 Ensure institutional accountability through effective strategic planning and assessment processes.

Objective #1: Administer, analyze, and share information for assessments to be used for benchmarking and comparability purposes.

Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need:

As outlined and directed in the Quality Enhancement Plan document.

Assessment information needed for institutional accountability.

Actions:

1. Administer the Survey of Entering Student Engagement (SENSE). Analyze the SENSE data and information to prepare and present results and findings.

2. Analyze the Community College Survey of Student Engagement (CCSSE) data and information to prepare and present results and findings.

Resources and Approximate \$: Institutional Improvement: Funding for SENSE Survey - \$2400.00 (Est.)

Assessment Method/Date:

1. Survey administration completion. September 2011 Survey results for SENSE shared with each component of the college by August 2012 - dates, agenda, and participation.

2. Survey results for CCSSE and CCFSSSE shared with each component of the college by December 2011 - dates, agenda, and participation.

Student Services

Priority Initiative: #1 Improve the quality of educational and student support services to increase student learning and student retention.

Objective #1: Increase retention and student success by marketing student support services prior to the drop deadline.

Responsibility: Associate Dean of Student Services and Vernon College Counselors

Statement of Need: As Vernon College makes the shift to a retention driven focus we need to reach students proactively early during their first semester. Retention best practices show that personal interaction with students to help them identify support services and resources helps students succeed in class work thus retaining them at the college.

Actions:

1. Offer "brown bag" lunch sessions for students at CCC, Vernon and Skills Training Center Campuses where counselors will offer a brief presentation on available academic support services resources and lengthy question and answer period. Sessions will be limited to 50 students as we pilot the program to judge response and feedback. Feedback from the sessions will also help us to identify what are the students biggest obstacles as well as what support services students are aware of and what services they are not utilizing.

Resources and Approximate \$: \$500 in funding for 80 brown bag lunches

2. Institutional Improvement: \$500 in funding for 80 brown bag lunches

Assessment Method/Date: 2 lunches offered during the fall 2011 semester and feedback from surveys distributed after the lunches

Priority Initiative: # 2 Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the college.

Objective #1: Actively participate in the Vernon College QEP Program.

Responsibility: all Student Services staff

Statement of Need: To meet SACS compliance criteria and observed need from the Institutional Improvement Action Plan.

Actions:

1. Student Services members will serve on the QEP committee. If Student Services QEP projects are chosen Student Services will support our own QEP efforts to ensure a successful outcome.

Resources and Approximate \$: Institutional Improvement, no \$ time (dedicated from Student Services staff)

Assessment Method/Date: evidence of emails and attendance at meetings. Completed 2011/2012 QEP project if it is selected.

Objective #2: Student Services will continue to investigate ways to use QEP projects to enhance Student Services and will apply for at least one QEP project yearly.

Responsibility: all student services staff

Statement of Need: To meet SACS compliance criteria and observed need from the Institutional Improvement Action Plan.

Actions:

1. Promote QEP Pilot Project application to Student Services staff and encourage project development and innovative thinking. 2. Work with staff to help shape rough ideas into viable pilot projects and assist staff in completing the application process.

Resources and Approximate \$: Institutional Improvement, no \$ (time dedicated from Student Services staff)

Assessment Method/Date: At least one QEP Pilot Program application from Student Services in Fall 2011

Priority Initiative: #5 Provide fiscal, physical, human, and technological resources to accommodate current and future needs.

Objective #1: Provide on campus transportation to Vernon College police officers to help provide optimal security with minimal staff.

Responsibility: Vernon College Chief of Police and Dean of Student Services

Statement of Need: The Vernon and Century City Campuses are each manned by one police officer daily. The physical space requiring patrol can be large enough to make emergency response time long. Because purchase and maintenance of college vehicles is cost prohibitive Student Services will research purchase price and maintenance price of alternative modes of on campus transportation for Vernon College police officers.

Actions:

1. Research and develop a proposal for providing Vernon College police with on campus transportation other than a standard college vehicle such as a segway or a golf cart/gator type mode of transportation.

Resources and Approximate \$: Institutional Improvement, no \$ research and preparation time from Student Services Personnel

Assessment Method/Date: Proposal presented to Vernon College President by May 2012

Priority Initiative: #6 Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.

Objective #1: Promote alumni opportunities to Vernon College athletes.

Responsibility: Dean of Student Services and Associate Athletic Director

Statement of Need: Vernon College athletes represent a specific group of students who are from diverse backgrounds and locations and often go on to 4 year universities.

Actions:

1. Encourage Vernon College athletes to join the Vernon College Alumni Association during the annual Vernon College Sports Banquet.

Resources and Approximate \$:

2. Institutional Improvement: Alumni group literature to provide at banquet and alumni representative speaker

Assessment Method/Date: Alumni information inclusion at Spring 2012 Vernon College Sports Banquet

Objective #2: Promote Vernon College and its alumni through the annual Vernon College Honors Program.

Responsibility: Dean of Student Services and Associate Dean of Student Services

Statement of Need: Support Institutional Advancement programs and opportunities at all Student Services functions.

Actions:

1. Promote the offering of the Vernon College "Friend of the College" award to area "entities" and businesses not necessarily individuals so that a bigger impact can be felt and highlight the impact of VC alumni.

Resources and Approximate \$:

2. Institutional Improvement: Alumni group literature to provide at banquet and alumni representative speaker

Assessment Method/Date: Documentation of promotion at 2012 Honors Program

Priority Initiatives: #7 Support opportunities for professional development for all Vernon College employees through appropriate funding.

Objective #1: Provide internal staff development specific to athletics to all coaches.

Responsibility: Dean of Student Services and Associate Dean of Student Services

Statement of Need: Create a sense of camaraderie and understanding with all Vernon College coaches and athletic teams by providing a one day meeting which will focus on topics of specific interest and also ensure that all Vernon College athletic teams are following the same policy, procedure, and purpose.

Actions:

1. Provide a full day retreat to Vernon College Coaches and Assistant Coaches with the Dean of Student Services to review all applicable conference rules, Vernon College rules and expectations, new procurement procedures and expectations of the coming year and any other pertinent requirements for the coming year.

Resources and Approximate \$: Institutional Improvement, no \$ (time from Dean of Student Services and Athletic Staff)

Assessment Method/Date: Meeting completed in August 2012

Objective #2: Provide internal staff development to Vernon College Counselors.

Responsibility: Dean of Student Services and Associate Dean of Student Services

Statement of Need: Due to conference schedules, travel budgets, and campus coverage it has been difficult for Vernon College Counseling Staff to attend any off campus training as a group. Therefore, we will look for a program to bring on campus that is tailored to our interests and needs to help provide staff development.

Actions:

1. Associate Dean of Student Services will meet with staff to determine topics for our internal workshop then research and arrange for a guest speaker to provide appropriate training.

Resources and Approximate \$: Institutional Improvement, no\$ (time from Associate Dean of Student Services and payment/ honorarium to guest speaker).

Assessment Method/Date: On site staff enrichment program completed by August 2012

Priority Initiative: #8 Implement a centralized, unified and organized recruitment and retention effort.

Objective #1: Assure Vernon College students that plan to transfer to MSU that they are taking the correct courses and on the right path.

Responsibility: Vernon College Counselors

Statement of Need: Vernon College's main transfer partner is Midwestern State University. We continue to promote our positive relationship with our local 4 year university. Students continue to voice concern and fears that classes will not transfer or that they are taking the wrong class.

Actions:

1. Conduct a "Degree Check Day" in partnership with MSU to help Vernon College students see our positive relationship with MSU, help students stay focused on their goal of transferring to a 4 year school, and avoid advising errors. Set up a day on the Vernon and Century City campuses to sit with our MSU counterparts and meet with students to ensure that students are taking the right academic courses and also that students are aware of transfer deadline and requirements.

Resources and Approximate \$: Institutional Improvement, no \$time and promotional materials and efforts through the classroom

Assessment Method/Date: "Degree Check Day" completed on both the Century City and Vernon campus by May 2012.

Objective #2: Utilized formed committees to meet the changing goals in community college education and focus on retention.

Responsibility: Director of Student Relations

Statement of Need: With an emphasis on retention, the focus of the Enrollment Management Committee has changed from a culture of documenting efforts to proactively planning to meet goals.

Actions:

1. Convene the Enrollment Management Committee to meet, develop, and monitor progress of the objectives set forth by the Vernon College President.

Resources and Approximate \$: Institutional Improvement, no\$ time and efforts of committee members

Assessment Method/Date: Agendas and minutes from meetings

Priority Initiative: #9 Ensure institutional accountability through effective strategic planning and assessment processes.

Objective #1: Provide potential students with individual attention to help make higher education and accessible option.

Responsibility: Dean of Student Services and Associate Dean of Student Services

Statement of Need: Many students entering higher education through the community college do not have a firm understanding of the process, policies, or programs available to them. Because of this their start in college is either delayed or hampered by misunderstandings. It would be optimal to have a position to serve as a point of contact to help potential students navigate the entrance process and help current students identify resources and weigh options available to them.

Actions:

1. Create a position and job description to meet these needs.

Resources and Approximate \$: Institutional Improvement, no \$ (development time and research by staff)

Assessment Method/Date: job description and position request made to Vernon College President in January 2012