Vernon College 2012-2013
Institutional Improvement Plan

Administrative Services

Book Stores

Priority Initiative #5:   **Support opportunities for professional development for all Vernon College employees through appropriate funding.**

Objective #2: Attend CAMEX
Responsibility: Kim Bateman, Garry David
Statement of Need: 1. CAMEX educational sessions share proven strategies that save time and improve bookstore operations.   2. Attend trade show to purchase general merchandise including school supplies for the upcoming year. During the 3 day buying show vendors offer special discounts for orders placed at the show. The savings from show specials can cover the cost of CAMEX.   3. Attend group roundtable discussions with colleagues and industry professionals, identifying practices that best fit our campus market.
Actions: 1. Include sufficient funds in the annual budget to allow director to attend Campus Market Expo.   2. Attend educational sessions and meetings.   3. Attend buying show to purchase general merchandise for the upcoming year.
Resources and Approximate $: Institutional Improvement $1,800
Assessment Method/Date: General merchandise purchased, session handouts, meeting/session notes. **Date:** February 2013

Objective #3: Send 2 book store employees to Dallas Pen Show
Responsibility: Kim Bateman, Garry David
Statement of Need: Attendance allows stores to purchase merchandise for the upcoming year at discounted prices. The savings from show specials can cover the travel expenses.
Actions: 1. Include sufficient funds in the annual budget to allow director and bookstore clerks to attend Dallas Pen Show.
Resources and Approximate $: Institutional Improvement $400 ($200/store)
Assessment Method/Date: Merchandise purchased. **Date:** March/April 2013

Priority Initiative #6:   **Provide fiscal, physical, human and technological resources to accommodate current and future needs.**

Objective #4: Send Book Store managers to SWCBA
Responsibility: Kim Bateman, Garry David
Statement of Need: Continual professional development is essential in order to stay updated with the upcoming and changing needs of the bookstores operations.
Actions: 1. Include sufficient funds in the annual budget to allow managers to attend the Southwest College Bookstore Association meeting. 2. Attend educational sessions and meetings.
Resources and Approximate $: Institutional Improvement $2,600 ($1,300/store)
Assessment Method/Date: Session attendance handouts, technology/training updates, notes from meetings. **Date:** October 2012

Business Office

Priority Initiative #5: **Support opportunities for professional development for all Vernon College employees through appropriate funding.**

Objective #1: POISE User Group Training
Responsibility: Mindi Flynn, Stacy Lallmann, Garry David
Statement of Need: Ongoing professional development for Business Office Staff
Actions: 1. Enroll 4 staff members in conference and make travel arrangements
Resources and Approximate $: Institutional Improvement - $3500
Assessment Method/Date: Conference materials, group discussions **Date:** Summer 2013

Priority Initiative #6: **Provide fiscal, physical, human and technological resources to accommodate current and future needs.**

Objective #1: Transition to Direct Deposit for Payroll Checks
Responsibility: Mindi Flynn, Margaret Tubbs, Garry David
Statement of Need: Make Business Office processes more efficient by going 100% direct deposit with payroll checks.
Actions: 1. Get direct deposit info on all employees; set up Employee ID cards for employees with no existing bank account
Resources and Approximate $: Institutional Improvement - no additional funds required
Assessment Method/Date: Achieve 100% direct deposit **Date:** by January 1, 2013

Admissions, Financial Aid and Records

Admissions

Priority Initiative #2:
Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.

Objective #1: Maintain Admissions Office CCSSE and SENSE satisfactory rankings and improve annually
Responsibility: Dean of Admissions and Financial Aid/Registrar
Statement of Need: Improvement of admissions services to students
Actions: Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative. Continuously maintain "Apply Texas" website information for changes
Resources and Approximate $: **Institutional Improvement** - Annual fee for participation in "Apply Texas" program $ 1,400
Assessment Method/Date: Number of students applying on-line and meeting admissions requirements timely. **Date:** July   CCSSE and SENSE satisfactory rankings **Date:** CCSSE /August 2013 and SENSE/Spring 2014   KPIA numbers **Date:** May 2013

Objective #2: Increase student services 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
Resources and Approximate $: **Institutional Improvement** no $ **Personnel:** Director of Admissions (Est. $45,000)
Assessment Method/Date: Number of dual credit enrollments and percentage that enroll by Campus Connect. **Date:** July

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

Objective #1: Use SENSE and CCSSE data to increase survey driven scores for Admissions
Responsibility: Dean of Admissions and Financial Aid/Registrar
Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify

possible changes
Actions: Review CCSSE and SENSE data to identify high performing schools in Admissions. Review those high performing schools processes, policies, procedures, practices, and programs.
Resources and Approximate $: **Institutional Improvement** no $ Time and Effort
Assessment Method/Date: Review completed upon completion of surveys and receipt of results **Date:** May 2013

Financial Aid

Priority Initiative #2:   **Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.**

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 their 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 $: **Institutional Improvement:** Faculty assistance and telephone/supply budget
Assessment Method/Date: Financial Aid staff signatures on all drop and withdrawal forms. **Date:** July

Objective #2: Maintain VC cohort student loan default rate as calculated by DOE at 15% or lower
Responsibility: Director and Assistant Director of Financial Aid, and Loan Coordinator
Statement of Need: Default rate management is of primary concern for the continued participation in Title IV programs
Actions: 1. Provide documented 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 $: **Institutional Improvement:** Consulting fees of approximately $18,000
Assessment Method/Date: Department of Education Cohort Default Rate. **Date:** September

Priority Initiative #4:   **Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the College.**

Objective #1: 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:
1. Participate in New Student Orientation 2. Outreach to financial aid applicants with personalized letter from VC President 3. Provide Financial Aid outreach presentations to high school students/parents and counselors
Resources and Approximate $:   Institutional Improvement - Time, Effort, and Supplies (approx. $1,000)
Assessment Method/Date: Improvement of CCSSE benchmarks for 2011-12 academic year.   **Date:** August 2013

Priority Initiative #5: **Support opportunities for professional development for all Vernon College employees through appropriate funding.**

Objective #1: 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: Attend annual DOE conference, called THECB conferences, and other professional development opportunities
Resources and Approximate $:   Institutional Improvement: Travel budget of approximately $5,000
Assessment Method/Date: Unqualified audit with no management letter notations or findings **Date:** January

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

Objective #:   Use SENSE and CCSSE data to increase survey driven scores for Financial Aid
Responsibility: Director of Financial Aid
Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes
Actions: Review CCES and SENSE data to identify high performing schools in Financial Aid areas. Review those high performing schools processes, policies, procedures, practices, and programs.
Resources and Approximate $: Institutional Improvement no $ Time and Effort
Assessment Method/Date: Review completed upon completion of surveys and receipt of results **Date:** CCSSE August 2013 and SENSE Spring 2014

Student Records

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

Objective #1:   Use SENSE and CCSSE data to increase survey driven scores for records and registration
Responsibility: Dean of Admissions and Financial Aid/Registrar
Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes
Actions: 1. Continued improvement to the registration process 2. Review CCSSE and SENSE data to identify high performing schools in Records and Registration areas. Review those high performing schools processes, policies, procedures, practices, and programs.
Resources and Approximate $:   Institutional Improvement no $ - Time and Effort
Assessment Method/Date: Review completed upon completion of SENSE and CCSSE surveys and receipt of results **Date:** CCSSE August 2013 and SENSE Spring 2014

Instructional Services

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Priority Initiative #1:
Implement a centralized, unified and organized recruitment and retention effort.
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Objective #1: Develop web pages for instructional programs and disciplines to enhance recruiting and meet informational needs of stakeholders.
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Responsibility: Dean of Instructional Services, Division chairs, Directors/coordinators, Website advancement/support specialist
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Statement of Need: Need for mandated and timely information to be posted to website and reduction of printed materials.
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Actions:
1. Develop a template of common elements to be included on web pages to ensure uniformity and consistency of required information.
2. Incorporation of Texas Genuine advertising campaign.
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Resources and Approximate $: Institutional improvement - No $
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Assessment Method/Date: Adoption of approved template and existence of program/discipline web pages. **Date:** Aug. 31, 2013
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Objective #2: Provide systematic early intervention strategies for at risk students.
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Responsibility: Dean of Instructional Services, Division Chairs, and Faculty
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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.
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Actions:
1. Continue to refine and develop processes for faculty use of the Early Alert and Student Success modules.
2. Review usage and effectiveness of student success courses at cohort colleges.
3. Review policies and practices relating to student withdrawals.
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Resources and Approximate $: Institutional improvement No $
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Assessment Method/Date: Course and fall to spring retention rates **Date:** Aug. 31, 2013
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Priority Initiative #2:
Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.
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1. Continue to refine and develop processes for faculty use of the Early Alert and Student Success modules.
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3. Review policies and practices relating to student withdrawals.
Resources and Approximate $: Institutional improvement - No $
Assessment Method/Date: Course and fall to spring retention rates; course success rates **Date:** Aug. 31, 2013

Objective #2: Improve success rate of students enrolled in developmental classes.
Responsibility: Dean of Instructional Services, Division Chairs, and Faculty
Statement of Need: Identified as priority by faculty teaching developmental courses; THECB Closing the Gap priority.
Actions: 1. Monitor progress of THECB developmental education plans including placement, course content, sequencing, and delivery methods. 2. Investigate the creation of a centralized developmental education program.
Resources and Approximate $: Institutional improvement - No $
Assessment Method/Date: Success rate of students in developmental classes as well as success rates in the subsequent college level courses. **Date:** July 31, 2013.

Objective #3: 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, and Faculty
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: 1. Continue to encourage the use of Blackboard course shells by faculty teaching F2F/ITV courses as a course supplement / backup. 2. Review the use of non-blackboard platforms currently used by VC instructors.
Resources and Approximate $: Institutional improvement No $
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, 2013

Objective #4: Review the potential implementation of a MW/TR class schedule with F designated for committee, taskforce, division, and department activities.
Responsibility: Dean of Instructional Services, Division Chairs, and Faculty
Statement of Need: The institution currently has difficulty in scheduling faculty for collaborative efforts. This revision of the class schedule would benefit a large percentage of commuter students.
Actions: 1. Identify cohort colleges currently using MW/TR class schedules. 2. Identify advantages and disadvantages. 3. Develop a Friday schedule for internal collaborative activities. 4. Make recommendation to the President and Board of Trustees.

Resources and Approximate $: **Institutional improvement** No $
Assessment Method/Date: Recommendation **Date:** Dec. 12, 2012.

Objective #5: Improve student perception and quality of math tutoring
Responsibility: Director of Special Services, PASS Center Coordinators, and Math Faculty
Statement of Need: Benchmarks from CCSSE show need for improved perception by students about the quality of math tutoring
Actions: 1. PASS Centers and Math Faculty work together on exam to be given to potential math tutors. This exam will identify several levels of expertise for tutoring, including College Algebra, Contemporary Math, Intermediate Algebra, Elementary Algebra, and Pre-Algebra. 2. Math instructors will invite PASS Center Coordinators into their rooms for a 5-minute orientation session for PASS Center tutoring. 3. Math instructors will send students who want to tutor or who have the ability to be a tutor to the PASS Centers to take the tutor math exam. 4. Tutor pay levels will be raised to $16.00 per hour for professional tutors in order to attract more quality math tutors, as well as all subject content tutors.
Resources and Approximate $: Institutional Improvement - $4,000.00 additional tutor dollars
Assessment Method/Date: 08/31/2013 1. Math exam created and being given to potential math tutors. 2. PASS Center Coordinators' records will show increase in orientations given to students in math classes. 3. Math instructors are referring potential math tutors to the PASS Center to take math exam. 4. Professional tutors will be earning $16.00 per hour. 5. CCSSE will show improved satisfaction with PASS Centers and tutoring services.

Objective #7: Improve awareness of library services through effective marketing strategies.
Responsibility: Director of Library Services, Library Staff
Statement of Need: Surveys indicate a need to better promote library services among students and faculty. Effective marketing strategies will help ensure that students, faculty, and staff are aware of the services offered.
Actions: 1. Update email flyer with new layout, design, and photo gallery. The flyer is sent to all students at the beginning of each semester. 2. Redevelop and post new student orientation to library services using Camtasia software. The original orientation used screen capture video taken from the old website to illustrate how to access databases, online reference assistance, and the library catalog. A new screen capture video is needed to reflect the new homepage design and arrangement of access points/links to resources and services. 3. Redevelop faculty orientation which reflects the library's new homepage design. 4. Continue to email faculty brief notifications of library services as recommended by the Library Committee. 5. Capitalize on the new library homepage to promote databases and online assistance. Use product buttons and search box builders for promoting databases. 6. Purchase new bookcase for displaying and promoting new and featured titles.

7. Post link to brief point of contact survey on library homepage.
8. Organize library open houses in Vernon and Century City. Provide door prizes, refreshments, and promotional materials to help promote services.
9. Develop and post virtual tours of libraries in Vernon, Century City, and STC.

Resources and Approximate $:   Institutional Improvement - Bookcase-$199.00

Assessment Method/Date: Orientations and other promotional initiatives will be complete **Date:** by August 2013.

Objective #8: Provide ADA and New Beginnings services to all VC campus locations and sites; provide budget for grant-writing travel

Responsibility: Director of Special Services

Statement of Need: VC students in other locations must have the same access to ADA accommodations that Vernon Campus students enjoy.

Actions:
1. Travel to Wichita Falls and outlying areas as needed to provide ADA and New Beginnings services, including travel to all open registrations.
2. Allocate adequate travel budget for researching and delivering grant proposals and for attending site visits mandated by foundations.

Resources and Approximate $: Institutional Improvement - $1,100.00

Assessment Method/Date: Budget adequate for necessary staff travel **Date:** 08/31/2013

Priority Initiative #3:
Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.

Objective #1: Implement state core curriculum (42 hours) including core objectives

Responsibility: Dean of Instructional Services, Division Chairs, Faculty, and Academic Council Committee

Statement of Need: THECB newly adopted state core curriculum – mandatory implementation by Fall 2014

Actions:
1. Recommend & adopt courses to be utilized in Foundational Component Areas of the Core.
2. Research/develop/adopt both direct & indirect assessments for each Core Objective.
3. Continue to improve documentation and articulation of the achievement of SLO's, including Core Objectives.

Resources and Approximate $: Institutional Improvement No $

Assessment Method/Date: Submission of Core to THECB; Documentation of achievement of SLO's on ESCR Date: August 1, 2013.

Priority Initiative #4:
Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the College.

Objective #1: Implement active and collaborative learning and service strategies throughout the instructional component.

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

Statement of Need: Results of the 2011 CCSSE indicates VC is significantly behind Texas Small College Consortium in the active and collaborative

learning benchmark (38.4 vs 48.7).
Actions:
1. Conduct professional development workshops on specific instructional strategies.
2. Select and implement appropriate instructional strategies.
3. Document the effect of collaborative interventions on student learner outcomes and report on ESCR.
4. Maintain demonstrative artifacts for internal and external use.
Resources and Approximate $: Institutional Improvement - QE Resource Inventory
Assessment Method/Date: ESCR and CCSSE results **Date:** Aug. 31, 2013.

Priority Initiative #5:
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, Instructional Designer, Faculty
Statement of Need: CCSSEE results, Personal observation, results of SIR II (student instructional report), SACS criteria
Actions:
1. Conduct professional development workshops on specific instructional strategies relative to active and collaborative learning.
2. Conduct professional development workshops on utilizing SIR II data/results for instructional improvement.
3. Continue to provide training on outcomes based assessment.
Resources and Approximate $: Institutional improvement No $
Assessment Method/Date: Results of CCSSE and SIR II reports, Number of documented training logs, Number of faculty receiving training. **Date:** Aug. 31, 2013.

Objective #2: Obtain current information and network with peer providers regarding ADA compliance laws and accommodations.
Responsibility: Director of Special Services
Statement of Need: ADA compliance laws require knowledge of current accommodation and access methods.
Actions: Research and attend professional development conferences and management institute
Resources and Approximate $: Institutional Improvement $2,900.00 estimated for one conference and one legal management institute
Assessment Method/Date: Participated in conference and management institute **Date:** 08/31/2013

Objective #3: Obtain specific tutoring knowledge regarding tutoring millennium students in the community college environment.
Responsibility: Director of Special Services
Statement of Need: Due to below-average CCSSE results concerning students' perception of tutoring services, the Director will actively research effective tutoring strategies for millennium students in the community college environment.
Actions: Research online resources.

Resources and Approximate $: Institutional Improvement No $ resources needed for online search
Assessment Method/Date: 08/31/2013
1. New and effective strategies for reaching incoming VC students and changing their perceptions of tutoring services in effect by 08/31/2013.
2. CCSSE results show improvement in following year's survey – by 08/31/2014

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

Objective #1: To promote and encourage the utilization of ESCRs as a means of documenting and articulating planning and assessment at the course level.
Responsibility: Dean of Instructional Services, DCs, Instructional Designer, Faculty
Statement of Need: THECB, SACS, and institutional requirements
Actions:
1. Utilize and present the results of ESCRs to internal and external stakeholders.
Resources and Approximate $: Institutional Improvement No $
Assessment Method/Date: Documentation of presentations to data **Date:** Aug. 31, 2012

Office of the President

Human Resources

Priority Initiative #5:   **Support opportunities for professional development for all Vernon College employees through appropriate funding.**

Objective #1:   Research and develop training development for professional faculty/staff through the HR area.
Responsibility: HR Director and Staff
Statement of Need: to offer and support opportunities for professional development and growth for all Vernon College employees.
Actions: 1. Research training opportunities/materials to be developed in the areas of faculty, supervisors, staff, etc...   2. Begin developing training programs in these areas for Vernon College.   3. Offer training to all VC employees and/or individual groups as needed.
Resources and Approximate $: Institutional Improvement - Cost of materials TBD
Assessment Method/Date: Training programs developed, either online, PowerPoint, etc. **Date:** by August 2013

Objective #2: Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.
Responsibility: Director of HR and HR Clerk
Statement of Need: to ensure benefits compliance, to adequately network and enhance HR knowledge, and to enhance knowledge in areas of policy and procedures
Actions: 1.Participate in any benefit conference/training available.   2. Participate in TACCHRP conference.   3. Participate in other appropriate professional training available.   4. Participate in Title IX Coordinator training.
Resources and Approximate $: Institutional Improvement - ERS benefits conference/trainings $500; TACCHRP $1000; Other professional trainings $500; Title IX Coordinator training $3,500
Assessment Method/Date: Participation in trainings and conferences **Date:** throughout the year and conferences June and July

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

Objective #1: Review/update policies in Employee Handbook
Responsibility: Director of HR and Employee Handbook Committee
Statement of Need: to ensure the College policies are up to date and accurate and to ensure compliance with local, state and federal rules and laws
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 **Date:** by September 31

Information Technology

Priority Initiative #7:
Enhance the technological infrastructure of the institution.

Objective #5: Website - Continue to improve website usability and stability
Responsibility: Departmental Admins and Run Business Solutions
Statement of Need: To maintain/gain competitive advantage
Actions:
1. Meet periodically to brainstorm/assess
Resources and Approximate $: Institutional Improvement no $
Assessment Method/Date: Documentation of attendance, agendas, minutes and meeting notes **Date:** August 31, 2012

Institutional Advancement

Priority Initiative #1:
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; Website Advancement/Support Specialist
Statement of Need: Financial difficulties can be a barrier to students which can result in not attending college, only attending part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether. Therefore, a strong scholarship program aids in both recruitment and retention efforts. Since implementation of the STARS On-Line Application program for Vernon College students, applications have risen 177% in the first year of STARS implementation and 197% in year 2. This is projected to continue to increase. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that Vernon College students could apply for whether to continue their studies at the College or to use when transferring to a four-year institution. Additionally, students must have a place to go and an identified person(s) to speak with for help with scholarship applications or more information. The **SENSE** Survey indicated that students do not feel

that there is anyone identified at Vernon College that can assist them with scholarship questions. **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 Vernon College/Vernon College Foundation scholarships which are handled by the Office of Institutional Advancement we must do a better job of assisting our current and future students to take advantage of all scholarship opportunities

Actions:
1. Continue to utilize the STARS On-Line Scholarship Application process to facilitate scholarship applications.
2. Enhance the scholarship page on the Vernon College website with STARS information and its link and links to other outside scholarships that Vernon College students can apply for.
3. Continue to develop multiple access points within the Vernon College website that will provide access to the STARS program as well as other scholarship information.
4. Review each scholarship's criteria and build an information file about these scholarships to help students determine their applicant eligibility.
5. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon College students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students.
7. Manage the Vernon College Foundation Catching the Future dual credit scholarship program and the Archer City ISD and Iowa Park ISD College Connections scholarship programs.
8. Review and select an on-line scholarship application software that can be used for dual credit and College Connections scholarships as a process improvement.
9. Work with the Early College State Coordinator and College Recruiter to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.
11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete. Contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. In January and February, review student application progress on a weekly basis and encourage students with incomplete applications to complete the application by the March 1 deadline.
13. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation scholarships, including dual credit scholarships.
14. Continue research to find other scholarship sources for our students and add to Scholarship page on the website.
15. Develop a scholarship brochure that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.
16. Work with the Directors of Student Activities, SGA, Student Forum and other student groups to promote the scholarship program and encourage applications.
17. Add a staff position, which could be initially part-time, Advancement Services Specialist for Scholarship Support, to manage and update the

STARS information; add new scholarship and criteria to the database. Review all scholarship criteria information for completeness and make changes to existing criteria if the scholarship is revised. Prepare STARS reports including the student application progress report; contact students who have not completed their application and assist them. Respond to student applicant questions. Maintain all paper scholarship files. Make STARS presentations to area high schools and assist students with their applications on-site. Make presentations to Vernon College student groups about the availability of scholarships including STARS. Maintain the scholarship Excel reports adding new gifts received and scholarships awarded each year. Assist with researching other scholarship opportunities available for Vernon College students, gather the information and update the information on the Scholarship Page on the website. Assist with the preparation and distribution of all scholarship offers to students and the subsequent annual scholarship 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 and Excel scholarship reports as need.

1. **Resources and Approximate $: Institutional Improvement** -- new Scholarship Brochure -- $10,000.
2. **Personnel** – Advancement Services Specialist for Scholarship Support – Part-time: $18,000; Full-time -- $25,000-$28,000
3. **Technology** – Annual software license for STARS – $7,000.; New software for dual-credit and College Connections scholarship programs -- $1,000

Assessment Method/Date:
1. Advancement Services Specialist for Scholarship Support hired **Date:** by August 31, 2013.
2. Scholarship page on College website updated and new scholarship information added **Date:** by August 31, 2013.
3. STARS presentations to area high schools as requested and evidenced by appointments calendar **Date:** by August 31, 2013 and on-going.
4. Continue "one stop shop" scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with STARS or other scholarship applications **Date:** by August 31, 2013 and on-going.
5. Review on-line scholarship application software for use in the dual credit and college connections scholarship programs **Date:** by August 31, 2013.
6. STARS annual license renewed **Date:** by March 1, 2012.
7. Scholarship program brochure designed and implemented **Date:** by August 31, 2013.
8. Increased funding for scholarships achieved **Date:** by August 31, 2013.
9. Presentations to Vernon College student groups about the availability of scholarships **Date:** by August 31, 2013.
10. Chair the Vernon College Scholarship Committee in March-April and prepare annual report **Date:** by August 31, 2013.

Priority Initiative #2:
Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.

Objective #1: Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the areas of grantsmanship and scholarship support.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Website Advancement/Support Specialist.

Statement of Need: Philanthropic support provides increased funding for the "tools" that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Grant proposals, with the assistance of appropriate faculty and staff, can be written and submitted for specific programs, departments, the College as a whole, and scholarship support. Additionally, current donors are solicited and prospective individuals and corporations can be identified, cultivated and solicited for philanthropic support.

Actions:
1. Enhance existing philanthropy efforts utilizing the Raiser's Edge (RE) software to design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.
2. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
3. Work with faculty and staff to assist in the preparation and the electronic submission of proposals through grants.gov, Fastlane, etc.
4. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
6. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the "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.
7. 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 grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
8. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
9. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
10. Utilize consulting services in the preparation of major grant proposals as needed.

Resources and Approximate $:
1. **Institutional Improvement** -- Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $5,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- $4,000.
2. **Technology** -- Renewal of Metasoft Foundation/Corporate Funding search software license -- $4,000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

Assessment Method/Date:
1. 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 **Date:** by August 31, 2013.

2. Submission of the annual Voluntary Survey for Aid to Education (VSE) **Date:** by October 1, 2012.
3. 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 2011-2012 fiscal year **Date:** by August 31, 2013.
4. 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 **Date:** by August 31, 2013.
5. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **Date:** November 2012.
6. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program **Date:** by August 31, 2013.
7. Staff participation in CASE Summer Institutes; tools and techniques learned incorporated into the Institutional Advancement program **Date:** by August 31, 2013.
8. Annual software licenses/maintenance contracts renewed **Date:** by August 31, 2013.
9. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College **Date:** by August 31, 2013 and ongoing.

Objective #2:   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 and the economic impact it makes.

Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support 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 the President's Annual Report, enhanced program brochures, and web and social media strategies.

Actions:
1. Utilize the Vernon College website effectively by researching and implementing innovative strategies for interaction, promotion, and enhancement as the premier information source for the College.
2. Coordinate with the website Component Administrators to ensure that their respective departmental webpages are up to date.
3. Continue the implementation of 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 the citizens of Wichita County and the other 11 counties in our service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. As funds are available take advantage of enhanced marketing/communication opportunities to support the College's visibility.
6. Continue the annual President's Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
7. Utilize the services of a professional photographer/videographer, on an as-needed basis, to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
8. Develop a new general College promotional marketing CD, utilizing a marketing firm, to showcase the college. This CD can be added to the Vernon College website and distributed throughout the 12 county service area.

Resources and Approximate $:
1. **Institutional Improvement:** New funds to take advantage of marketing/communication opportunities as they arise -- $25,000. Training opportunities for the Coordinator of Marketing and Alumni Relations and the Website Advancement/Support Specialist -- $6,000. Professional photographic services -- $7,000. General College promotional marketing CD utilizing a marketing firm -- $25,000. 2. **Technology:** Additional Users to Ektron CMS400.Net Pro Domain Annual License -- $10,000.

Assessment Method/Date:
1. President's Annual Report disseminated **Date:** by January 31, 2013. 2. Prepare an annual user report of website usage statistics and website enhancements **Date:** by August 31, 2013 and ongoing. 3. Develop best practices and procedures for maintaining the Vernon college website and Component Administrators' webpages **Date:** by August 31, 2013. 4. New general College CD produced and distributed **Date:** August 31, 2013.

Priority Initiative #5: **Support opportunities for professional development for all Vernon College employees through appropriate funding.**

Objective #1: Provide professional opportunities for Institutional Advancement staff to learn, develop, and implement new and enhanced strategies and techniques to support the College.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist
Statement of Need: Professional development opportunities are essential in order to learn about new strategies and techniques that will enhance employee efforts on behalf of Vernon College and our Vernon College Foundation. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.
Actions: 1. Continued membership and participation in the Council for Resource Development Federal Funding Task Force, the annual conference and other leadership opportunities within the organization. 2. Continued membership and participation in the Council for Advancement and Support of Education (CASE), CRD, and NCMPR. 3. Continued participation in relevant conferences focusing on Alumni Relations, Marketing and Advancement Services. 4. Participate in at least one comprehensive grant writing conference annually.
Resources and Approximate $: Institutional Improvement 1. Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $5,000. NCMPR Annual Conference -- $3,500. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $4,000.
Assessment Method/Date: 1. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **Date:** November 2012. 2. Participate in the NCMPR Annual Conference, conference notes **Date:** by August 31, 2013.

| 3. | Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services. **Date:** by August 31, 2013 and ongoing |

Objective #2:   Where possible, research and identify professional development and grant opportunities that are available to Vernon College faculty and staff.

Responsibility: Director of Institutional Advancement/Executive Director, Advancement Services Specialist; Website Advancement/Support Specialist

Statement of Need: Professional development opportunities are essential in order to learn about new strategies and techniques that will enhance employee efforts on behalf of Vernon College. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.

Actions:
1. Research grant opportunities such as the National Endowment for the Humanities Summer Institutes for Education personnel.
2. Through the College email system and the Dean of Instructional Services, send notices of funding opportunities as the information is publicized on agency websites.
3. Assist faculty and staff in the preparation and submission of grant proposals to support faculty/staff development.

   Resources and Approximate $: Institutional Improvement
1. Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $5,000 and to attend a comprehensive grantsmanship workshop, including proposal preparation and pre and post award -- $3,500.
2. **Technology:** Renewal of Metasoft Foundation/Corporate Funding search software license -- $4,000.

Assessment Method/Date:
1. Potential sources discovered and publicized to the Vernon College community **Date:** by August 31, 2013 and ongoing.
2. Proposals written and submitted **Date:** by August 31, 2013 and ongoing.

Priority Initiative #6:
Provide fiscal, physical, human and technological resources to accommodate current and future needs.

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; Website Advancement/Support Specialist

Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support; endowed positions, and 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, a 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 faculty/staff professional development, program/department support, or equipment. These activities require travel and an up-to-date laptop to support off-site working.

Actions:

1. Enhance existing philanthropy efforts utilizing the Raiser's Edge (RE) software to design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.
2. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
3. Work with faculty and staff to assist in the preparation and the electronic submission of proposals through grants.gov, Fastlane, etc.
4. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
6. Once all old giving records are in RE, 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.
7. Using RE, identify donors by lifetime giving and launch a new presidential-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.
8. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the "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.
9. Continue to build support for the Vernon College Foundation Annual Auction.
10. 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 the Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
11. Attend and participate in the annual National Council for Marketing and Public Relations (NCMPR) Conference to network with marketing and webmaster colleagues and learn about the most up-to-date techniques and strategies to benefit Vernon College.
12. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.
13. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
14. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
15. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of

the College and Foundation.

Resources and Approximate $:

1. **Institutional Improvement:** Funds to create and implement an annual Presidential-level Donor Recognition Event -- $6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- $5,000; Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $5,000. NCMPR Annual Conference -- $3,500. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $4,000.
2. **Technology:** Renew annual software licenses and maintenance contracts: Raiser's Edge (RE) software license -- $6,800; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $7,000. New software for dual-credit and College Connections scholarship programs -- $1,000. Additional Users to Ektron SMS400.Net Pro Domain Annual License -- $10,000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

Assessment Method/Date:

1. 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 **Date:** by August 31, 2013.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) **Date:** by October 1, 2012.
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, **Date:** by August 31, 2013.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, **Date:** by August 31, 2013.
5. Move all old prospect, donor, alumni records into RE to enable donor solicitations segmented and targeted solicitations based on the aggregate information contained in the RE database, second phase completed **Date:** by August 31, 2013 and ongoing.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidenced by reports noted above **Date:** by August 31, 2013 and on-going.
7. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation **Date:** by February 28, 2013.
8. 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 2011-2012 fiscal year **Date:** by August 31, 2013.
9. 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 **Date:** by August 31, 2013.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **Date:** November 2012.
11. Participate in the NCMPR Annual Conference, conference notes **Date:** by August 31, 2013.
12. Develop best practices, policies, definitions, and procedures for utilizing the RE database **Date:** by August 31, 2013.
13. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program **Date:** by August 31, 2013.

14. Staff participation in CASE Summer Institutes; tools and techniques learned incorporated into the Institutional Advancement program **Date:** by August 31, 2013.
15. Annual software licenses/maintenance contracts renewed **Date:** by August 31, 2013.
16. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College **Date:** by August 31, 2013 and ongoing.

Priority Initiative #8:
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:   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; Website Advancement/Support Specialist

Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support; endowed positions, and 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, a 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 faculty/staff professional development, program/department support, or equipment. These activities require travel and an up-to-date laptop to support off-site working.

Actions:
1. Enhance existing philanthropy efforts utilizing the Raiser's Edge (RE) software to design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.
2. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
3. Work with faculty and staff to assist in the preparation and the electronic submission of proposals through grants.gov, Fastlane, etc.
4. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
6. Once all old giving records are in RE, 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.

7. Using RE, identify donors by lifetime giving and launch a new presidential-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.

8. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the "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.

9. Continue to build support for the Vernon College Foundation Annual Auction.

10. 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 the Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.

11. Attend and participate in the annual National Council for Marketing and Public Relations (NCMPR) Conference to network with marketing and webmaster colleagues and learn about the most up-to-date techniques and strategies to benefit Vernon College.

12. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.

13. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.

14. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole is being utilized.

15. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.

Resources and Approximate $:

1. **Institutional Improvement:** Funds to create and implement an annual Presidential-level Donor Recognition Event -- $6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- $5,000; Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $5,000. NCMPR Annual Conference -- $3,500. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $4,000.

2. **Technology:** Renew annual software licenses and maintenance contracts: Raiser's Edge (RE) software license -- $6,800; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $7,000. New software for dual-credit and College Connections scholarship programs -- $1,000. Additional Users to Ektron CMS400.Net Pro Domain Annual License -- $10,000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs. Replace outdated laptop -- $1,500.

Assessment Method/Date:

1. 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 **Date:** by August 31, 2013.

2. Submission of the annual Voluntary Survey for Aid to Education (VSE) **Date:** by October 1, 2012.
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, **Date:** by August 31, 2013.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, **Date:** by August 31, 2013.
5. Move all old prospect, donor, alumni records into RE to enable donor solicitations segmented and targeted solicitations based on the aggregate information contained in the RE database, second phase completed **Date:** by August 31, 2013 and ongoing.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above **Date:** by August 31, 2013 and on-going.
7. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation **Date:** by February 28, 2013.
8. 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 2011-2012 fiscal year **Date:** by August 31, 2013.
9. 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 **Date:** by August 31, 2013.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **Date:** November 2012.
11. Participate in the NCMPR Annual Conference, conference notes **Date:** by August 31, 2013.
12. Develop best practices, policies, definitions, and procedures for utilizing the RE database **Date:** by August 31, 2013.
13. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program **Date:** by August 31, 2013.
14. Staff participation in CASE Summer Institutes; tools and techniques learned incorporated into the Institutional Advancement program **Date:** by August 31, 2013.
15. Annual software licenses/maintenance contracts renewed **Date:** by August 31, 2013.
16. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College **Date:** by August 31, 2013 and ongoing.

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; Website Advancement/Support 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. Research and contract with the most viable company to secure current alumni address, email, and telephone information.
4. Implement a campaign through social networking media, such as the Vernon College Alumni Facebook page and Twitter, 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 graduation events, athletic team events, and program specific alumni events.
6. Research different Distinguished Alumni Recognition Programs and develop and implement a plan for a program best suited to Vernon College's Ex-Students Association.
7. Obtain alumni recognition items for alumni events to use as cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
8. Develop and implement an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Constant Contact.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations to attend alumni training programs.

Resources and Approximate $:
1. **Institutional Improvement:** Funds for annual affinity group alumni events -- $10,000; funds for alumni recognition items -- $5,000. Coordinator of Marketing and Alumni Relations participation in alumni training programs -- $3,000.
2. **Technology:** Contract with the most viable company to secure current alumni address, email, and telephone information on approximately 32,000 identified Vernon College Alumni -- $10,000. Contract with an electronic communications company to deliver an Alumni specific E-newsletter on a monthly basis -- $600.

Assessment Method/Date:
1. Increased number of alumni addresses, email and telephone numbers added to the RE database obtained through search company **Date:** by August 31, 2013 and on-going.
2. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes, and social media interaction **Date:** by August 31, 2013.
3. Alumni E-Newsletter developed and implemented **Date:** by August 31, 2013.
4. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes **Date:** by August 31, 2013.

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 and the economic impact it makes.

Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support 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 the President's Annual Report, enhanced program brochures, and web and social media strategies.

Actions:
1. Utilize the Vernon College website effectively by researching and implementing innovative strategies for interaction, promotion, and enhancement as the premier information source for the College.
2. Coordinate with the website Component Administrators to ensure that their respective departmental webpages are up to date.
3. Continue the implementation of 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 the citizens of Wichita County and the other 11 counties in our service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. As funds are available take advantage of enhanced marketing/communication opportunities to support the College's visibility.
6. Continue the annual President's Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
7. Utilize the services of a professional photographer, on an as-needed basis, to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
8. Develop a new general College promotional marketing CD, utilizing a marketing firm, to showcase the college. This CD can be added to the Vernon College website and distributed throughout the 12 county service area.

Resources and Approximate $:
1. **Institutional Improvement:** New funds to take advantage of marketing/communication opportunities as they arise -- $25,000. Training opportunities for the Coordinator of Marketing and Alumni Relations and the Website Advancement/Support Specialist -- $6,000. Professional photographic services -- $7,000. General College promotional marketing CD utilizing a marketing firm -- $25,000.
2. **Technology:** Additional Users to Ektron CMS400.Net Pro Domain Annual License -- $10,000.

Assessment Method/Date:
1. President's Annual Report disseminated **Date:** by January 31, 2013.
2. Prepare an annual user report of website usage statistics and website enhancements **Date:** by August 31, 2013 and ongoing.
3. Develop best practices and procedures for maintaining the Vernon college website and Component Administrators'' webpages **Date:** by August 31, 2013.
4. New general College CD produced and distributed **Date:** August 31, 2013.

Objective #4:   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; Website Advancement/Support Specialist

Statement of Need: Financial difficulties can be a barrier to students which can result in not attending college, only attending part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether. Therefore, a strong scholarship program aids in both recruitment and retention efforts. Since implementation of the STARS On-Line Application program for Vernon College students, applications have risen 177% in first year of STARS implementation and 197% in year 2. This is projected to continue to increase. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that Vernon College students could apply for whether to continue their studies at the College or to use when transferring to a four-year institution. Additionally, students must have a place to go and an identified person(s) to speak with for help with scholarship applications or more information. The **SENSE** Survey indicated that students do not feel that there is anyone identified at Vernon College that can assist them with scholarship questions. **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 Vernon College/Vernon College Foundation scholarships which are handled by the Office of Institutional Advancement 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. Enhance the scholarship page on the Vernon College website with STARS information and its link and links to other outside scholarships that Vernon College students can apply for.
3. Continue to develop multiple access points within the Vernon College website that will provide access to the STARS program as well as other scholarship information.
4. Review each scholarship's criteria and build an information file about these scholarships to help students determine their applicant eligibility.
5. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon College students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students.
7. Manage the Vernon College Foundation Catching the Future dual credit scholarship program and the Archer City ISD and Iowa Park ISD College Connections scholarship programs.
8. Review and select on-line scholarship application software that can be used for dual credit and College Connections scholarships as a process improvement.
9. Work with the Early College State Coordinator and College Recruiter to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.
11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete. Contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. In January and February review student application progress on a weekly basis.
13. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation scholarships, including dual credit scholarships.
14. Continue research to find other scholarship sources for our students and add to Scholarship page on the website.
15. Develop a scholarship brochure that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.
16. Work with the Directors of Student Activities, SGA, Student Forum and other student groups to promote the scholarship program and encourage applications.
17. Add a staff position, which could be initially part-time, Advancement Services Specialist for Scholarship Support, to manage and update the STARS information; add new scholarship and criteria to the database. Review all scholarship criteria information for completeness and make changes to existing criteria if the scholarship is revised. Prepare STARS reports including the student application progress report; contact students who have not completed their application and assist them. Respond to student applicant questions. Maintain all paper scholarship files. Make STARS presentations to area high schools and assist students with their applications on-site. Make presentations to Vernon College student groups about the availability of scholarships including STARS. Maintain the scholarship Excel reports adding new

gifts received and scholarships awarded each year. Assist with researching other scholarship opportunities available for Vernon College students, gather the information and update the information on the Scholarship Page on the website. Assist with the preparation and distribution of all scholarship offers to students and the subsequent annual scholarship 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 and Excel scholarship reports as need.
Resources and Approximate $: 1. **Institutional Improvement** -- new Scholarship Brochure -- $10,000. 2. **Personnel** – Advancement Services Specialist for Scholarship Support – Part-time: $18,000; Full-time -- $25,000-$28,000 3. **Technology** – Annual software license for STARS – $7,000.; New software for dual-credit and College Connections scholarship programs -- $1,000
Assessment Method/Date: 1. Advancement Services Specialist for Scholarship Support hired **Date:** by August 31, 2013. 2. Scholarship page on College website updated and new scholarship information added **Date:** by August 31, 2013. 3. STARS presentations to area high schools as requested and evidenced by appointments calendar **Date:** by August 31, 2013 and on-going. 4. Continue "one stop shop" scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with STARS or other scholarship applications **Date:** by August 31, 2013 and on-going. 5. Review another on-line scholarship application software for use in the dual credit and college connections scholarship programs **Date:** by August 31, 2013. 6. STARS annual license renewed **Date:** by March 1, 2012. 7. Scholarship program brochure designed and implemented **Date:** by August 31, 2013. 8. Increased funding for scholarships achieved **Date:** by August 31, 2013. 9. Presentations to Vernon College student groups about the availability of scholarships **Date:** by August 31, 2013. 10. Chair the Vernon College Scholarship Committee in March-April and prepare annual report **Date:** by August 31, 2013.

President/Effectiveness

Priority Initiative #1: **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. Appoint a task force for recruitment 2. Review and implement recommendations of Student Success by the Numbers
Resources and Approximate $: Institutional Improvement, no $

Assessment Method/Date: Evidence of appointment and 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
    2.   Review and implement recommendations of Student Success by the Numbers

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 #2: **Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.**

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
    3.   Participate in Student Success by the Numbers initiative

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:
    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: 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: 1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of assessment to ensure student learning   2. From the established Assessment Calendar, monitor and ensure assessment of student support services
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 continue 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 evidence by meeting notes, annual action plans and budget   **Date:** July 1

Priority Initiative #3: **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 #4: **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 2.   Monitor annual QEP report
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 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
   2. Follow up and evaluate previous QEP pilot projects for feasibility and integration

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 #5: **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 the 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 (Dallas, TX)   2. Participate in TAIR preconference and conference (Galveston, TX)
Resources and Approximate $: Institutional Improvement: SACS $2500; TAIR $1500
Assessment Method/Date: As evidenced in budget, travel requests and travel expense reports **Date:** Ongoing annual review with summation by July 1

Priority Initiative #6:   **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: 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 #7:   **Enhance the technology 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 efficient and effective purchasing processes
Actions: 1. Ensure development of a Technology Plan   2. Monitor and ensure budget development   3. Continue utilization of third party IT vender to ensure successful IT infrastructure and operations
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 #8:
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 their 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 3. Produce and distribute Annual President's Report
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced through report produced, gift income recorded and segmented mailings; Evidence of appointments and f task force documented recommendations **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 budget cycle 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's Strategic Plan clearly defines the mission; and to ensure all stakeholders are informed
Actions: 1. Distribute institutional accountability report 2. Distribute President's Annual Report 3. Conduct review and update of the strategic planning process and document
Resources and Approximate $: Institutional Improvement: $10,000 for production of reports
Assessment Method/Date: Development of reports by July 1 and update of strategic plan document **Date:** 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 a Fifth Year Interim Report; periodic institutional self studies will assist in ensuring ongoing documentation of compliance
Actions: 1. Review SACS compliance criteria and update policies, practices, processes and procedures as necessary
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: Completion of institutional self-study **Date:** 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 committees 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 **Date:** by July 1

Quality Enhancement – Division of Institutional Effectiveness

Priority Initiative #4: **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 and as outlined and directed in the Quality Enhancement Plan document.

Actions:
1. Publish "the Chap" student newsletter once a semester to be posted on the website and sent to all students via their Vernon College email account.
2. Present/provide information to students through monthly mass emails, meetings with student leadership organizations, and TV monitors located on all campuses.
3. Present/provide information to faculty and staff through weekly emails, as part of the annual planning process, and at the Spring Semester Kickoff.

Resources and Approximate $: Institutional Improvement, no $

Assessment Method/Date:
1. Produce 1 student newsletter per semester (Fall 2012 & Spring 2013). **Date:** May 2013
2. Provide a list of student, faculty, and staff meeting and correspondence dates and agendas if applicable. **Date:** May 2013

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. Ensure completion of Quality Enhancement Plan assessment objectives including pilot project integration feasibility.
2. Maintain Quality Enhancement Resource Inventory to ensure completion of QEP objectives.
3. Oversee the Quality Enhancement Plan reporting process.

Resources and Approximate $: Institutional Improvement, no $

Assessment Method/Date:
1. Agendas, minutes, Pilot Project Rubric – Feasibility Reviews. **Date:** July 2013
2. Agendas, minutes, QERI log, survey results. **Date:** July 2013
3. Agendas, minutes, report templates, rubrics. **Date:** July 2013

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 and as outlined and directed in the Quality Enhancement Plan document.

Actions:
1. Review pilot project documentation and provide support and training for incorporation of General Education Outcomes and development of assessment measures.
2. Organize and conduct trainings/consultations, oversee pilot mentor program, participate in NISOD convention.
3. 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
Institutional Improvement: Funding for NISOD Convention - $1,400.00 X 5 pilot participants = $7,000.00 (Est.) + $1,400.00 X 2 (CSL, RH) =

$2,800.00; TOTAL: $9,800.00 **Personnel:** QEP Pilot Stipends - $2,700.00 per pilot participant x 5 pilot participants = $13,500.00 **Technology:** All costs estimated based on 2011 figures. TOTAL: $17,230.00 Wimba License - $16,000.00 2 Headset with Microphone – QERI 1 Video Camcorder - QERI 1 Video Camcorder - $450.00 1 Camtasia Software - $240.00 1 SoftChalk Software – QERI through VCT 1 Adobe Premier Elements Software - $140.00 1 Adobe Captivate Software - $300.00 1 Adobe Captivate Video Training CD**:** Apex Web Media - $100.00
Assessment Method/Date: 1. List of "Objective" (General Education Outcomes) section and "Assessment Data/Evidence" (Assessment Measures) section of end-of-year reports for each pilot participant. **Date:** July 2013 2. List of pilot mentor resources posted to website/Blackboard, log of trainings/consultations, and number of pilots who participated in NISOD Convention. Review and complete **Date:** December 2012, May 2013, and August 2013. Meeting minutes reflecting updates reported to QEP Implementation Committee. **Date:** January 2013, June 2013 3. Budget spreadsheet and purchase requisitions reflecting equipment and software purchases (**Date:** August 2013), Resource Inventory supply (**Date:** August 2013), Resource Inventory check out log (**Date:** August 2013), completion of pilot mid-year reports (**Date:** December 2012), completion of pilot end-of-year reports (**Date:** July 2013), Committee meeting minutes and Pilot Project Rubric – Feasibility Reviews reflecting the completion of pilot objectives according to the QEP timeline (**Date:** August 2013).

Objective #4: Ensure Compliance with SACSCOC
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: Compliance requirements as directed by SACS.
Actions: Produce QEP Annual Progress Report.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: Annual Progress Report submitted **Date:** by October 2013.

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 and feasibility reviews. Personal observation of increased demand by faculty and staff (surveys, interviews, verbal communication, VCIC 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 online VC Innovation Center in Blackboard.
2. Administer satisfaction surveys during the academic year.
3. Assess the Quality Enhancement Resource Inventory list to determine utilization and necessary upgrades.
4. Assess the QEP Implementation Committee's feasibility recommendations to determine utilization, necessary upgrades and the addition of new resources.

Resources and Approximate $: Institutional Improvement, no $

Assessment Method/Date:

1. List of pilot mentor resources and training materials posted to Blackboard. **Date:** May 2013
2. Provide results from satisfaction surveys. **Date:** May 2013
3. Quality Enhancement Resource Inventory list results. **Date:** December 2012 & May 2013
4. Pilot Project Rubric – Feasibility Reviews. **Date:** August 2013

Priority Initiative #5:
Support opportunities for professional development for all Vernon College employees through appropriate funding.

Objective #1:   Ensure Compliance with SACSCOC

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 –SACS $2,500.00 (Est.), A&M $700.00 (Est.); TOTAL: $3,200.00

Assessment Method/Date: Travel Expense Vouchers indicating attendance. **Date:** December 2012

Priority Initiative #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 Community College Survey of Student Engagement (CCSSE) and the Community College Faculty Survey of Student Engagement (CCFSSE). Analyze the CCSSE & CCFSSE data and information to prepare and present results and findings.
2. Distribute the results and findings from the CCSSE, CCFSSE, and SENSE (Survey of Entering Student Engagement) to faculty and staff through

email, professional development meetings, the Quest newsletter and Blackboard.
3. Distribute the results and findings from the CCSSE, CCFSSE, and SENSE (Survey of Entering Student Engagement) to students through email, student organization or focus group meetings, the Chap newsletter and campus TV monitors.
Resources and Approximate $: Institutional Improvement: Funding for CCSSE and CCFSSE Survey - $3400.00 (Est.)
Assessment Method/Date:
1. Survey administration completion. **Date:** September 2012   Survey results for CCSSE shared with each component of the college- dates, agenda, and participation **Date:** by August 2013
2. Dates, agenda, and participation. **Date:** July 2013

Student Services

Priority Initiative #1:
Implement a centralized, unified and organized recruitment and retention effort.

Objective #1: Remove barriers to attending Vernon College and provide health support services for students.
Responsibility: Dean of Student Services/Athletic Director, Health Clinic Nurse, Associate Dean of Student Services
Statement of Need: The state of Texas has now mandated that new students obtain a bacterial meningitis vaccine 10 days prior to enrollment. Vernon College could attempt to help students obtain the required vaccine in a timely manner so that they may start their enrollment during the desired semester.
Actions: Explore and create a proposal and feasibility report for offering both the flu and bacterial meningitis vaccines to potential students on the Vernon College campuses 2 weeks prior to registration.
Resources and Approximate $: Institutional Improvement no $ time of staff
Assessment Method/Date: Report completed **Date:** by Jan 15, 2013

Objective #2: Provide comparable counseling services to distance learning students.
Responsibility: Associate Dean of Student Services, Vernon College Counselors
Statement of Need: Some Vernon College students have limited access to full counseling due to their distance and inability to reach campus for a one on one appointment to discuss their academic plans, TSI status and upcoming schedules.
Actions: Implement "live chat" online appointments to distance learning students who might have trouble accessing a VC counselor due to the fact they are not in the same town as one of our campuses.
Resources and Approximate $: Institutional Improvement no $ - IT support from Run Biz solutions and the Vernon College QEP
Assessment Method/Date: Weekly "live chat" appointments will be available for students **Date:** beginning in the Fall 2012 semester as they attempt to register for the Spring 2013 semester.

Priority Initiative #2:
Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.

Objective #1: Encourage, observe, and monitor completion rates of Vernon College athletes.
Responsibility: Dean of Student Services/Athletic Director, Assistant Athletic Director, Coaching Staff, Associate Dean of Student Services
Statement of Need: With statewide and internal emphasis on community college completion rates there is a desire to monitor student athletes closely during their tenure at Vernon College.
Actions: Begin a program evaluation of all athletic teams judging not only GPA but also completion of certificates and degrees.
Resources and Approximate $: Institutional Improvement no $- time and effort of staff
Assessment Method/Date: completed report with individual and team GPA's and ratio of completers for each team will be available in the Dean of

Student Services/Athletic Directors Office. **Date:** June 2013

Priority Initiative #4:   **Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the College.**

Objective #1: Use QEP resources to adequately train all employees who serve as PBX operator on security technology, resources, requirements and procedure
Responsibility: Chief of Police and Police Officer
Statement of Need: All employees who operate as PBX operators (full time, part time, substitutes, break relief, contract labor security guards and work studies) must be trained and qualified to follow Vernon College emergency procedures.
Actions: Utilize QEP resources to create a comprehensive training program for all Vernon College staff that operates as PBX operators. This training will become mandatory prior to assuming PBX operator responsibilities.
Resources and Approximate $: Institutional Improvement - no $ support from QEP staff to select and utilize appropriate technology to provide training
Assessment Method/Date: Training completed **Date:** by December 2012

Priority Initiative #5:   **Support opportunities for professional development for all Vernon College employees through appropriate funding.**

Objective #1: Provide internal and specific training to the Athletic Secretary so that the position can function to the fullest.
Responsibility: Director of Student Relations and Associate Dean of Student Services
Statement of Need: The Vernon College Athletic Department section of the Vernon College website requires more and more frequent updates than most other Student Services sections – rosters, games schedules, team stats, announcements, and awards. The Athletic Department requires a staff member dedicated to making these changes on a weekly basis.
Actions: Provide training to the Athletic Secretary so that web updates and web monitoring for athletics can be done on a daily basis.
Resources and Approximate $: Institutional Improvement no $ in house training and support from RunBiz
Assessment Method/Date: Training complete and an athletic website update log in place **Date:** September 2012

Objective #2: Create an environment where each member of the Student Services team clearly understands the survey tools utilized by Vernon College and how they apply to Student Services.
Responsibility: Dean of Student Services, Associate Dean of Student Services
Statement of Need: Ensure that each member of the Student Services staff understands the exact question on each national survey that Vernon College utilizes and how that question relates.
Actions: Provide training to all Vernon College Student Services Staff on specific questions relating to Student Services on the SSCEE and CNSE surveys.

Resources and Approximate $: Institutional Improvement no $ Assistance from QEP Director
Assessment Method/Date: Staff Development completed **Date:** by March 2013

Priority Initiative #6: **Provide fiscal, physical, human and technological resources to accommodate current and future needs.**

Objective #3: Provide another Student Services staff member to assist students and potential students at the Century City location.
Responsibility: Dean of Student Services, Associate Dean of Student Services
Statement of Need: The new facilities at Century City will undoubtedly increase enrollment and increase needs for student forum membership and sponsorship, increased and longer facility tours, more potential students with a greater gap of knowledge, and more students needing assistance making the adjustment to higher education.
Actions: Provide a job description and proposal to Dr. Johnston for a Student Success Specialist.
Resources and Approximate $: Institutional Improvement no $ time of Dean of Student Services and Associate Dean of Student Services
Assessment Method/Date: Provided to Dr. Johnston **Date:** by December 2012 for inclusion on the Personnel Plan in 2013.
Results: Achieved   Not Achieved   In Progress **Assessment Data/Evidence:** **Use of Results for Improvement:**

Priority Initiative #7: **Enhance the technological infrastructure of the institution.**

Objective #1: Utilize available technology so that students and potential students have ready access to testing appointments.
Responsibility: Testing Coordinator, Associate Dean of Student Services
Statement of Need: Vernon College students and potential students must call and reach the Testing Coordinator or Testing Clerk during operating hours to schedule an appointment to test. Test Scheduling software would make this service available to students and potential students 24 hours a day. It would also eliminate some phone calls and return phone so that Testing staff could better serve students who are actually testing at that moment.
Actions: Explore and make recommendations for online, automated testing appointment scheduling programs.
Resources and Approximate $: Institutional Improvement no $ time to research and support from RunBiz
Assessment Method/Date: Proposal submitted to Dean of Student Services **Date:** by November 2012 for inclusion in next Technology budget

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

Objective #: Use SENSE and CCSSE data to increase survey driven scores for Student Services.

Responsibility: Dean of Student Services, Associate Dean of Student Services
Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes Student Services.
Actions: Review CCSSE and SENSE data to identify high performing schools in Student Services areas. Review those high performing schools processes, policies, procedures, practices, and programs.
Resources and Approximate $: Institutional Improvement no $ time
Assessment Method/Date: Review completed **Date:** by May 2013.