Vernon College Annual Action Plan 2011-2012
by Priority Initiative

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

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Administrative Services

Business Office

Objective 1: The VC Business Office will increase the methods of communication to address customer service issues identified by the staff. This will allow them to answer questions concerning tuition and fees, due dates, payment options, etc. in a more convenient way to students via Live Chat on the website rather than the student searching through the VC catalog and/or course schedule or calling the college.

Actions:

1. Use Live Person Live Chat to answer student's questions on the website.
2. Use Google Analytics to obtain data on website traffic.
3. Use Google online survey to obtain student feedback.

Admissions, Financial Aid and Records

Admissions

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

Action:

1. 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.

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

Actions:

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

Objective 3: Maintain and enhance technology infrastructure of the Admissions Office.

Actions:

1. Purchase 4 replacement desktop computers for Admission staff of 12.
2. Purchase 2 replacement printers for Admission staff of 12.

Financial Aid

Objective 1: Improve student retention and success annually.

Actions:

1. Counsel 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.

Objective 2: Increase total financial aid awarded annually proportionally with credit enrollment increases.

Actions:

1. Hire and train additional personnel as needed to serve VC students.

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

Action:

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

Objective 4: Maintain VC cohort student loan default rate as calculated by DOE at 10% or lower.

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.

Objective 5: Maintain and enhance technology infrastructure of the Financial Aid Office.

Actions:

1. Purchase 3 replacement desktop computers for Financial Aid staff of 9.
2. Purchase 2 replacement printers for Financial Aid staff of 9.

Objective 6: Improve financial aid advising services to both prospective and enrolled students.

Actions:

1. Participate in New Student Group Advising and create brochure.
2. Outreach to financial aid applicants with personalized letter from VC President.
3. Create "Chap Assistance TV" instructional website.
4. Create Financial Aid "8 Easy Steps to the FAFSA" website.
5. Provide Financial Aid outreach presentations to high school students/parents and counselors.

Student Records

Objective 1: Increase student retention and success annually.

Actions:

1. Run a degree audit on each degree or certificate seeking student as indicated on their application for admissions thus allowing them to track their status towards graduation through Campus Connect.
2. Send progress reports to notify students of their academic status.
3. Notify students of President or Dean List honors each Fall and Spring semester.

Objective 2: Maintain and improve student satisfaction ranking annually.

Actions:

1. Continue the development and expansion of on-line registration in coordination with IT Department.
2. Expand time frames for Campus Connect registrations through late registration and last day for withdrawal.

Instructional Services

Objective 1: Improve the quality and availability of academic advising to students.

Actions:

1. Support and implement the recommendations of the Academic Advising Taskforce.
2. Continue to research best practices in academic advising.
3. Refine, develop, and implement new processes (where applicable) for the academic advisement of students at Vernon College.
4. Provide advanced training for faculty in the area of academic advising, including use of the Student Success Module.
5. Increase participation in advising in general and in the CSA centers, specifically among faculty.

Objective 2: Provide systematic early intervention strategies for at risk students.

Actions:

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

Objective 3: Improve success rate of students enrolled in developmental classes.

Actions:

1. Review and revise placement processes for developmental math, reading, and writing courses.
2. Investigate the creation of a centralized developmental education program.
3. Continue to work toward certification by NADE.
4. Review success rates and efficiency of 8 week courses as compared to 16 week courses.
5. Investigate potential of non course based remediation in the Developmental Math program.
6. Instructional Designer will provide training sessions specifically for developmental educators on teaching techniques and strategies.

Objective 4: Increase the accessibility of course material through Blackboard to enhance access to instruction and improve student retention.

Actions:

1. Review mandatory use of Blackboard course shells by faculty teaching F2F/ITV courses as a course supplement / backup.
2. Provide training and technical/operational support for faculty to utilize course delivery in Blackboard 9.1.
3. Create online student orientation guide to enhance student success in online courses.

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

Actions:

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

Objective 6: Designate an office for interpreter/ADA liaison use at CCC so that students can (1) discuss confidential information in private (2) so the Coordinator of Interpreting Services and liaison can make most efficient use of time between interpreting sessions, and (3) so the Coordinator can establish a lending library for interpreter textbooks that are required to interpret the college classes.

Actions:

1. Locate an office that can be assigned to the Coordinator of Interpreting Services and the new interpreter/ADA liaison
2. Publish location of office on website and in Special Services Brochures the next time they are printed
3. Provide a computer, desk, chair, and file cabinet for use in the office.

Objective 7: Improve student access to library instruction as evidenced by the development of online tutorials which incorporate a higher level of interactivity.

Actions:

1. Purchase Adobe Captivate 5 Software
2. Develop interactive, screen capture video to help illustrate concepts covered in the catalog search tutorial.
3. Redesign database tutorial using Adobe Captivate 5 Software.
4. Pursue online training opportunities to learn advanced features in Captivate 5 software. Learn how to insert interactive text objects and quizzes.

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

Actions:

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

Objective 9: Increase student access to in-house periodicals as evidenced by the adequate display and arrangement of magazines and journals in the Wright Library in Vernon.

Action:

1. Purchase 3 magazine shelving units at a cost of $618.00 each.

Objective 10: Increase student access to a comfortable and welcoming environment as evidenced by the replacement of worn and damaged upholstered chairs in the Century City Library.

Action:

1. Purchase 9 new chairs similar in design to the remaining upholstered chairs.

Objective 11: Increase student access to library resources/services as evidenced by increasing library hours of operation at Century City Center.

Actions:

1. Open Century City Library 30 minutes earlier at 7:30am on weekdays.
2. Ensure staffing and funds are available to support extended weekday hours.
3. Advertise updated hours of operation.

Office of the President

Information Technology

Objective 1: Create Student Helpdesk

Actions:

1. Contact IT instructors to discuss feasibility of providing student facilitators/practicum candidates.
2. Purchase helpdesk/online assistance software.
3. Provide training and online support for student facilitators via IT Staff supervision.
4. Add Vernon College branded support link to MY VC portal.
5. Coordinate with IT Instructors to ensure educational value of practicum experience.

Objective 2: Utilize desktop virtualization to enhance Library computing capabilities.

Action:

1. Install virtual desktop servers and thin clients in College libraries.

President/Effectiveness

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.

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.

Objective 2: The College will continue to initiate multiple measures of student learning.

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.

Objective 3: The College will continue to develop appropriate assessment data for course and programmatic decision making.

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.

Objective 4: The College will develop and implement multiple assessment measures to review and improve student support services.

Actions:

1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of student learning.

2. From the established Assessment Calendar, monitor and ensure measures of student learning.

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

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

Student Services

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

Action:

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

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

Admissions, Financial Aid and Records

Financial Aid

Objective 1: Improve financial aid advising services to both prospective and enrolled students.

Actions:

1. Participate in New Student Group Advising and create brochure.
2. Outreach to financial aid applicants with personalized letter from VC President.
3. Create "Chap Assistance TV" instructional website.
4. Create Financial Aid "8 Easy Steps to the FAFSA" website.
5. Provide Financial Aid outreach presentations to high school students/parents and counselors.

Instructional Services

Objective 1: Fully support and fund pilot projects from Instructional Services as selected by QEP Implementation Committee.

Actions:

1. Faculty / staff plan and conduct initiatives to enhance student learning and foster student engagement in the classroom / academic support services.
2. Support professional development activities for faculty / staff to enhance teaching techniques and academic support services.
3. Instructional Designer will create online training resources to be available via Blackboard and/or college website.

Office of the President

Information Technology

Objective 1: Facilitate Software support for the Quality Enhancement Plan

Actions:

1. Assign software packages to IT staff.
2. Purchase helpdesk/online assistance software.
3. Provide training and online support for QEP via IT Staff.
4. Purchase copies of software for training.
5. Suggest additions and upgrades to software used by QEP.

President/Effectiveness

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

Action:

1. Ensure adequate resource allocation decisions through budget process.

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

Action:

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

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

Action:

1. Ensure resource allocations for proven successful projects.

Institutional Effectiveness - Quality Enhancement

Objective 1: Facilitate communication regarding the Quality Enhancement Plan for the institution and outside entities (such as SACS).

Actions:

1. Publish "the Quest" newsletter to be distributed to faculty and staff via mass email and post on the website as a resource.

2. Publish "the Chap" student newsletter once a semester to be posted on the website and sent to all students's via their Vernon College email account.

3. Present/provide information at orientations - students, new employees, Fall and Spring faculty and staff developments.

4. Produce the QEP Annual Progress Report not later than September 2012.

Objective 2: Chair Quality Enhancement Plan Implementation Committee.

Actions:

1. Provide leadership as chair.

2. Meet monthly.

3. Ensure completion of Quality Enhancement Plan objectives.

4. Review and maintain Quality Enhancement Plan timeline.

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

Actions:

1. Recruit new pilot participants.

2. Review pilot project documentation and provide support and training for incorporation of General Education Outcomes and development of assessment measures.

3. Provide training and professional development to be completed each semester by December 2011 and May 2012.

 Organize and conduct trainings, Oversee pilot mentor program, Schedule and conduct one-on-one meetings, Participate in NISOD convention.

4. Provide technical and operational support through purchase of software and equipment, completion of mid and end-of-year reports, providing oversight for pilot portion of the QEP timeline.

Objective 4: Ensure Compliance with SACS.

Action:

1. Produce QEP Annual Progress Report.

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

Actions:

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

Student Services

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

Action:

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

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

Action:

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

| **Priority Initiative #3** |
| **Enhance the technological infrastructure of the institution.** |

Admissions, Financial Aid and Records

Admissions

Objective 1: Maintain and enhance technology infrastructure of the Admissions Office.

Actions:

1. Purchase 4 replacement desktop computers for Admission staff of 12.
2. Purchase 2 replacement printers for Admission staff of 12.

Financial Aid

Objective 1: Increase total financial aid awarded annually proportionally with credit enrollment increases.

Action:

1. Hire and train additional personnel as needed to serve VC students.

Objective 2: Maintain and enhance technology infrastructure of the Financial Aid Office.

Actions:

1. Purchase 3 replacement desktop computers for Financial Aid staff of 9.
2. Purchase 2 replacement printers for Financial Aid staff of 9.

Objective 3: Improve financial aid advising services to both prospective and enrolled students.

Actions:

1. Participate in New Student Group Advising and create brochure.
2. Outreach to financial aid applicants with personalized letter from VC President.
3. Create "Chap Assistance TV" instructional website.
4. Create Financial Aid "8 Easy Steps to the FAFSA" website.
5. Provide Financial Aid outreach presentations to high school students/parents and counselors.

Instructional Services

Objective 1: Continue to upgrade the classroom technology to ensure reliability and enhance student learning.

Actions:

1. Create replacement schedule for classroom technology at all campuses.
2. Replace outdated technology as funds are available.

3. Request and contribute toward improved processes for routine maintenance of classroom technology by IT.

4. If #3 is not feasible, then add Instructional Services Technology Specialists to oversee classroom technology support and maintenance.

Objective 2: Continue to enhance the quality of online courses at Vernon College.

Action:

1. Provide training and professional developmental workshops for faculty teaching online courses.

Objective 3: Continue to evaluate the use of "virtualization" in Instructional Services computer labs to enhance quality and availability while minimizing cost of updates.

Actions:

1. Evaluate pilot project completed by Richard Warren (COSC Instructor) to "virtualized" computer lab CCC 500.

2. Determine economic and student learning impact of virtualized computer labs.

Objective 4: Increase the efficiency of course and room scheduling/reservation.

Action:

1. Customize, install, train, and utilize Course Management module.

Objective 5: Ensure efficient and reliable access to software and Internet applications as evidenced by updated workstations with sufficient processing speed and memory to support current technologies.

Actions:

1. Purchase 2 new student workstations for Sheppard Learning Center.

2. Cascade two computers from Century City to STC and Seymour for use as webcam terminals.   Replace the cascaded computers with new workstations.

Office of the President

Information Technology

Objective 1: Utilize desktop virtualization to enhance Library computing capabilities.

Action:

1. Install virtual desktop servers and thin clients in College libraries.

Objective 2: Supply gigabit Ethernet to the desktop.

Action:

1. Continue to replace all existing switches within the Campus infrastructure and upgrade the backbone equipment to allow for path to 10GB Ethernet in the future.

Objective 3: Stop unauthorized access points and rogue computers from accessing College computing resources.

Action:

1. Purchase and install Network Access Control appliance and Remediation Server.

Objective 4: Add new conduit between buildings on the Vernon Campus.

Actions:

1. Dig trench between buildings.

2. Install and bury appropriate schedule 40 conduit

President/Effectiveness

Objective 1: The College will utilize assessment data and planning information from all components of the institution to develop an Annual Technology Action Plan.

Actions:

1. Monitor and ensure that Assessment and Planning calendars are followed.

2. Ensure production of Annual Technology Action Plan.

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.

Action:

1. Require each component of the College to submit a three to five year plan.

Objective 3: The College will support the technology infrastructure through appropriate resources allocation decisions.

Actions:

1. Ensure development of a Technology Plan.

2. Monitor and ensure budget development.

Objective 4: Maintain and enhance technology infrastructure of the President's Office.

Actions:

1. Maintain hardware and software inventory, and anticipated replacement rotation list.

2. Monitor and ensure budget development for efficient purchasing.

Student Services

Objective 1: Compilation and review of Student Services Computer Rotation.

Action:

1. Updating and Evaluating all technology hardware in Student Services. 2. Reviewing classification as "high use" or "low use." 3. Provide the technology committee with a list of the next 5 computers to be replaced.

Objective 2: With the launch of the new Vernon College website Student Services will devote resources to enhancing our own web pages so that they become a vital source of information for potential and current students.

Action:
1. Track "hits" to Student Services portions of the new VC website to determined most used areas. 2. Review those areas for additions and clarifications.

Priority Initiative #4

Incorporate Global Learner Outcomes (general education outcomes) throughout the institution and develop assessment measures to evaluate their achievement.

Instructional Services

Objective 1: Develop means to document the attainment of general education outcomes.

Actions:

1. Operationally define terms related to general education outcomes and assessment.
2. Communicate with faculty and solicit input regarding assessment of general education outcomes.
3. Research best practices in assessing general education outcomes.
4. Implement assessment measures of general education outcomes and document results.

Office of the President

President/Effectiveness

Objective 1: The College will ensure that the instructional component of the institution will focus on the development and implementation of general education outcomes.

Action:

1. Monitor and ensure the development of general education outcomes.

Objective 2: The College will emphasize multiple measures of assessment to validate the general education outcomes.

Action:

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.

Student Services

Objective 1: Create a designated physical, on campus "athletic study hall" space that all Student Athletes can utilize.

Action:

1. Identify unused classroom style space on the Vernon Campus that can serve as a devoted study hall area for athletes.

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

Administrative Services

Physical Plant

Objective 1: Update 2011-2012 Facilities Master Plan for all campuses.

Actions:

1. Meet with Facilities Planning committees for all campuses to review prior plan.
2. Present recommendations to Administrative Team.
3. Update and distribute Master Plan.

Objective 2: Complete all approved projects by 08-31-12 – Vernon.

Action:

1. Quarterly reviews by Dean of Administrative Services to make sure we are on target to complete projects.

Objective 3: Complete all approved projects by 08-31-12 - Wichita Falls.

Action:

1. Quarterly reviews by Dean of Administrative Services to make sure we are on target to complete projects.

Admissions, Financial Aid and Records

Admissions

Objective 1: Increase student services and dual credit enrollments by working with high school students in the College's service area.

Actions:

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

Objective 2: Maintain and enhance technology infrastructure of the Admissions Office.

Actions:

1. Purchase 4 replacement desktop computers for Admission staff of 12.
2. Purchase 2 replacement printers for Admission staff of 12.

Financial Aid

Objective 1: Increase total financial aid awarded annually proportionally with credit enrollment increases.

Action:

1. Hire and train additional personnel as needed to serve VC students.

Objective 2: Maintain VC cohort student loan default rate as calculated by DOE at 10% or lower.

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.

Objective 3: Maintain and enhance technology infrastructure of the Financial Aid Office.

Actions:

1. Purchase 3 replacement desktop computers for Financial Aid staff of 9.
2. Purchase 2 replacement printers for Financial Aid staff of 9.

Student Records

Objective 1: Increase student retention and success annually.

Actions:

1. Run a degree audit on each degree or certificate seeking student as indicated on their application for admissions thus allowing them to track their status towards graduation through Campus Connect.
2. Send progress reports to notify students of their academic status.
3. Notify students of President or Dean List honors each Fall and Spring semester.

Objective 2: Maintain and improve student satisfaction ranking annually.

Actions:

1. Continue the development and expansion of on-line registration in coordination with IT Department.
2. Expand time frames for Campus Connect registrations through late registration and last day for withdrawal.

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Instructional Services

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Objective 1: Meet the increasing demand of the service area by expanding the quality, flexibility, and number of course offerings through the hiring of additional full-time faculty.

Actions:

1. Review Load & Listing and prioritize new full-time faculty positions by program / discipline.

   a.) Speech   e.) Industrial Automation Systems   i.) Pharmacy Technician

b.) Sociology	f.) Mathematics/Computer Science	j.) A D N
c.) Computer Information Sciences	g.) Biology	k.) L V N
d.) Government/Criminal Justice	h.) English	l.) Cosmetology

2. Maintain a 70% to 30% full time to part time faculty ratio based on load hours and/or contact hours.

Objective 2: Expand VC's academic and CTE offerings at the Century City Center.

Actions:

1. Continue to monitor master facility plan and renovation expansion project at CCC to ensure instructional services needs are incorporated.

2. Research additional programs to be offered through CTE to meet service area market demand.

Objective 3: Provide additional space for student lounge/HVAC/Machining at STC.

Actions:

1. Redesign and reallocate Room 200 for student lounge.

2. Redesign and reallocate space formerly occupied by Industrial Automation for HVAC and Machining.

Objective 4: Develop plan for providing technology needed to maintain the quality of Career and Technical Education programs.

Actions:

1. Develop schedule of needs in coordination with Faculty, Division Chairs, and Grant Administrator.

2. Prioritize and place on Annual Action Plan and Technology Plan.

Objective 5: Hire a full-time PASS Center Coordinator to manage the new PASS Center at Skills Training Center.

Actions:

1. Create job description for STC PASS Center Coordinator.

2. Advertise job via website and Wichita Falls Newspaper.

3. Hire Coordinator.

Office of the President

Information Technology

Objective 1: Create Student Helpdesk.

Actions:

1. Contact IT instructors to discuss feasibility of providing student facilitators/practicum candidates.

2. Purchase helpdesk/online assistance software.

3. Provide training and online support for student facilitators via IT Staff supervision.

4. Add Vernon College branded support link to MY VC portal.

5. Coordinate with IT Instructors to ensure educational value of practicum experience.

Objective 2: Utilize desktop virtualization to enhance Library computing capabilities.

Action:

1. Install virtual desktop servers and thin clients in College libraries.

Objective 3: Add new conduit between buildings on the Vernon Campus.

Actions:

1. Dig trench between buildings.

2. Install and bury appropriate schedule 40 conduit.

Objective 4: Review and update Technology plan with Technology Committee.

Action:

1. Have quarterly meetings of the Technology committee to plan future Technology needs.

Institutional Advancement

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

Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program. Utilize consultants in the preparation of federal grants as necessary.

2. Review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.

3. Using RE identify donors by lifetime giving and launch a new president-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.

4. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of "building" endowed scholarships (those under the $10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.

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

6. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about pending grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.

7. Attend relevant training workshops for grant writing and management; work with the President, the Dean of Instructional Services and the Associate Dean of Career and Technical Education to encourage faculty and, when appropriate staff, to participate in grant writing on behalf of their programs.

8. Replace one outdated desktop in Advancement Services and the office laptop computer.

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.

Actions:

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

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.

Actions:

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

President/Effectiveness

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.

Action:

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

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

Actions:

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

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

Action:

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

Objective 4: The College will add at least one additional leadership position at Century City Campus in Wichita Falls.

Action:

1. Develop a specific job description and hire someone to fill the leadership position.

Student Services

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

Actions:

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

Objective 2: Provide up to date and modern conveniences to students who live on the Vernon Campus.

Action:

1. Work with VC IT department to provide Wireless Internet Services in the Vernon College Residence Halls so that student residents can utilize it.

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

Office of the President

Institutional Advancement

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

Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.   Utilize consultants in the preparation of federal grants as necessary.

2. Review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.

3. Using RE identify donors by lifetime giving and launch a new president-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.

4. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of "building" endowed scholarships (those under the $10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.

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

6. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about pending grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.

7. Attend relevant training workshops for grant writing and management; work with the President, the Dean of Instructional Services and the Associate Dean of Career and Technical Education to encourage faculty and, when appropriate staff, to participate in grant writing on behalf of their programs.

8. Replace one outdated desktop in Advancement Services and the office laptop computer.

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.

Action:

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

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.

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

President/Effectiveness

Objective 1: The College will support process review and recommendations for change of fundraising activities to enhance external funding.
Action:
1. Coordinate task force to review fund raising activities to enhance external funding.
Objective 2: The College will support efforts to strengthen alumni relations.
Actions:
1. Support alumni newsletter and meetings.
2. Encourage participation of alumni through personal contact.
Objective 3: The College will ensure focus on external fund raising through support of personnel, processes, and technology.

Actions:

1. Review use of software purchased during Fall 2010.
2. Coordinate task force to review processes and personnel.

Student Services

Objective 1: Promote alumni opportunities to Vernon College athletes.

Action:

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

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

Action:

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

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

Administrative Services

Business Office

Objective 1: The Business Office will allocate resources to ensure that staff acquire, discover, and apply knowledge.
Actions:
1. Include sufficient resources in the annual budget to allow Business Office staff to attend annual POISE and Dep't of Ed training.
2. Attend local, state and national business officer meetings to include SACUBO & TACCBO.

Admissions, Records and Financial Aid

Financial Aid

Objective 1: Achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid.
Action:
1. Attend annual DOE conference, called THECB conferences, and other professional development opportunities.

Instructional Services

Objective 1: Enhance faculty and staff performance through appropriate professional development activities.
Actions:
1. Provide training in "best practices" through the office of Instructional Design.
2. Utilize SIR II data and results to determine instructional areas in most need of improvement for individual instructors.
3. Provide basic POISE training for instructional services faculty and staff.
Objective 2: Provide opportunities for Instructional Services faculty and staff to develop leadership skills.
Actions:
1. Promote involvement of faculty / staff in appropriate campus organizations.
2. Participate in CLARA Leadership Academy within the NTCCC.
3. Investigate the potential for "lead instructors" within disciplines / programs to provide leadership and mentoring to colleagues.
4. Promote participation in Wichita Falls and Vernon leadership programs.
Objective 3: Provide staff development opportunities for all full time library staff members.
Actions:
1. Take advantage of TexShare webinars to remain current on database features and interfaces.

2. Request travel expenses for both professional librarians to attend the Texas Library Association Conference.

3. Seek funding to enroll in online training to learn advanced features in Captivate 5 software. Learn how to use text entry objects and quizzes in Captivate.

Office of the President

Human Resources

Objective 1: Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.

Actions:

1. Participate in ERS Benefits Conference.

2. Participate in TACCHRP Conference.

Information Technology

Objective 1: Broaden skill sets for all IT staff to increase/enhance flexibility of department.

Actions:

1. Ongoing POISE training.

2. Microsoft Server 2008 training.

3. Microsoft Exchange Server 2008 training.

4. Ektron CMS Training.

Institutional Advancement

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Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program. Utilize consultants in the preparation of federal grants as necessary.

2. Review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.

3. Using RE identify donors by lifetime giving and launch a new president-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.

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

6. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about pending grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.

7. Attend relevant training workshops for grant writing and management; work with the President, the Dean of Instructional Services and the Associate Dean of Career and Technical Education to encourage faculty and, when appropriate staff, to participate in grant writing on behalf of their programs.

8. Replace one outdated desktop in Advancement Services and the office laptop computer.

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5. Using segmentation through the RE database, develop and implement affinity group annual events such as the Rodeo Alumni Las Vegas event, athletic team alumni events, program specific alumni events.

6. Obtain alumni recognition items, such as the item for the Rodeo Alumni Event.

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8. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations to attend alumni workshops.

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1. Continue to enhance *Insight* as the communication vehicle about Vernon College and its faculty and staff.

2. Develop and implement a strong case for support utilizing various marketing strategies centered around the "Did You Know. . ." points and the tagline "Your Community College; Your Community Partner" to educate Wichita County residents about the need for a Branch Maintenance Tax. Contract with a marketing firm that is familiar with this type of effort to extend the College's marketing resources in this campaign.

3. Activate the Wichita County Advisory Committee as the leaders of the Branch Maintenance Tax effort.

4. Take advantage of, as funds are available, enhanced marketing/communication opportunities to support the College's visibility.

5. Develop and implement an annual President's Report to be sent to all constituencies as well as all media outlets in the 12 county service area.
6. Utilize the Vernon College website effectively.
7. Utilize the services of a professional photographer, on an as-needed basis, to enhance marketing materials to better showcase Vernon College to its constituencies and current and potential students.

President/Effectiveness

Objective 1: The College will allocate resources to ensure that faculty, students and staff acquire, discover, and apply knowledge.
Actions:
1. Ensure resource allocation for faculty, staff and students through budget process.
2. Ensure resource allocation for curriculum and technology.

Objective 2: The College will support and make available professional development opportunities for administrators, faculty and staff.
Actions:
1. Ensure resource allocation for administrators, faculty and staff through budget process.

Objective 3: The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering, and applying knowledge.
Actions:
1. Recognition through institutional service awards
2. Ensure recognition through news articles of those participating in professional development.

Objective 4: Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.
Actions:
1. Participate in SACS Preconference and Conference (Orlando, Florida)
2. Participate in TAIR Preconference and Conference (Corpus Christi, Texas)

Institutional Effectiveness - Quality Enhancement

Objective 1: Ensure Compliance with SACS
Action:
1. Participate in SACS pre-conference workshops and SACS 2011 Annual Meeting.

Student Services

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

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

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

Action:

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

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

Admissions, Records and Financial Aid

Financial Aid

Objective 1: Improve student retention and success annually.

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.

Student Records

Objective 1: Increase student retention and success annually.

Actions:

1. Run a degree audit on each degree or certificate seeking student as indicated on their application for admissions thus allowing them to track their status towards graduation through Campus Connect.
2. Send progress reports to notify students of their academic status.
3. Notify students of President or Dean List honors each Fall and Spring semester.

Instructional Services

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

Actions:

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

Office of the President

Human Resources

Objective 1: Develop online new employee orientation packet.

Actions:

1. Through work with QEP Director, Instructional Design and Technology Coord. and IT, develop ideas and processes to move and implement new hire paperwork and orientation packet to the internet/VC webpage.

2. Move paperwork to VC Website.

3. Create online orientation process.

4. Implement online process.

Institutional Advancement

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

Actions:

1. Continue to utilize the STARS On-Line Scholarship Application process to facilitate scholarship applications.

2. Establish a "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications both College, Foundation, and non-College/Foundation scholarships that are open to Vernon College students.

3. Develop a scholarship page on the Vernon College website that links to the STARS application process and provides information and links to other scholarships open to Vernon College students.

4. Develop multiple access points on within the Vernon College website that will provide access to the STARS program as well as other scholarship information.

5. Continue to improve and enhance program brochures, including dual credit, as marketing pieces for the College and its course offerings.

6. Develop a new marketing and recruiting video, utilizing a marketing firm, to showcase the College.

7. Work with the Early College Start Coordinator and the College Recruiter to maintain contacts with the high school counselors and prepare scholarship presentations for their seniors.

8. Manage the Vernon College Foundation Catching the Future dual credit scholarship program and the Iowa Park Vernon College Connections Scholarship program.

9. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation scholarships, including dual credit scholarships.

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

President/Effectiveness

Objective 1: The College will annually review policies, procedures, processes, practices and programs associated with recruitment efforts.
Action:

1. Appointment task force for recruitment.

Objective 2: The College will annually review policies, procedures, processes, practices and programs associated with retention/completion efforts.
Action:

1. Review and revise Enrollment Management Committee purpose and responsibilities to include retention and completion oversight

Student Services

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

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

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

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

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

Administrative Services

Business Office

Objective 1:   Build and submit accurate annual budget within all fiscal and time guidelines.
Actions:

1. Create budget worksheets for administrative team to show prior year budget and actual dollars.
2. Conduct various budget work sessions with each individual responsible for budget data.
3. Conduct budget workshops with Board of Trustees.
4. File approved budget with all appropriate entities.

Instructional Services

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

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

Office of the President

Human Resources

Objective 1: Review/update policies in Employee Handbook.
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.

President/Effectiveness

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.

Actions:

1. To annually review mission documents in meetings.

Objective 2: The College will update and adhere to an assessment activity calendar, planning calendar and budgeting cycle calendar to ensure institutional accountability.

Actions:

1. Monitor, update and ensure the adherence to assessment, planning and budgeting cycle calendars.

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.

Actions:

1. Participate in local and regional focus groups.
2. Participate in state and national conferences.
3. Budget for journals and newspapers.

Objective 4: The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability.

Actions:

1. Develop an institutional accountability report.
2. Develop a President's report.
3. Conduct review and update of the strategic planning process and document.

Objective 5: The College will complete an institutional self study to ensure ongoing SACS compliance.

Action:

1. Review and update SACS Compliance Certification document.

Objective 6: The College will review and update the responsibilities and members of standing committees.

Action:

1. Review and update standing committees.

Institutional Effectiveness - Quality Enhancement

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

Actions:

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

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

Student Services

Objective 1: Provide potential students with individual attention to help make higher education and accessible option.
Action:
1. Create a position and job description to meet these needs .