Vernon College Institutional Improvement
Annual Action Plan 2014-2015
by Priority Initiative

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

Admissions, Records, and Financial Aid

Admissions

Objective #1 : Increase student services and dual credit enrollments through working with high school students in the College's service area
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
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 for distribution to participating students   3. Provide contact point for dual credit registration and Campus Connect questions
Resources and Approximate $: Institutional Improvement
Assessment Method/Date: Number of dual credit enrollments and percentage that enroll by Campus Connect. / September

Financial Aid

Objective #1: Improve student recruitment and retention and student success annually
Responsibility: Financial Aid Staff
Statement of Need: Facilitate success for Financial Aid students through retention and completion
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 "Early Alert" notices regarding attendance and explain financial aid consequences   3. Campaign to notify students who are registered but not complete in Financial Aid Office   4. Campaign to encourage students who have been awarded Financial Aid but are not registered in classes
Resources and Approximate $: Institutional Improvement: Faculty assistance and telephone/supply budget
Assessment Method/Date: Financial Aid staff signatures on all drop and withdrawal forms. Contact Log for "Early Alert" (JB). Increased enrollment of students receiving financial aid / July

Objective #2: Increase total financial aid awarded annually (as reported in KPIA) proportionally with credit enrollment increases
Responsibility: Director of Financial Aid
Statement of Need: Periodic meeting with staff to discuss methods to streamline and simplify the Federal Application process as much as feasible and reduce internal processing time per ISIR to 5 business days.

Actions:
  1. Monitor and record enrollments, aid applicants, and processing time periodically throughout award year for improvement opportunities
  2. Send second notice letter to all students who have not responded to their financial aid status letter

Resources and Approximate $: ==Institutional Improvement== – Time and Effort
Assessment Method/Date: Amount of aid awarded per FISAP and CB Financial Aid reports. Reported as KPIA / November

Records

Objective # 1: Improve student retention and success annually
Responsibility: Admissions and Records staff
Statement of Need: Retention and completion standards required by THECB and SACS

Actions: 1. Send progress reports to notify students of their academic status at semester end
  2. Initiate and additions to "Student Success thru Communication" functions to educate students about College
  3. Participate in "Early Alert" initiatives of POISE module
  4. Notify students of President or Dean List honors each Fall and Spring semester

Resources and Approximate $: ==Institutional Improvement==: Time and Effort
Assessment Method/Date: Student retention as measured by Fall to Spring enrollments (THECB 001s)   Date: April 15

Instructional Services

Objective #1: Actively engage Instructional Services in supporting the initiatives of the Integrated Marketing/Recruiting Committee.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: VC KPIA, Perkins, and Closing the Gaps initiatives.

Actions:
  1. Participate in the planning and delivery of GenTX Day which targets service area high school students.
  2. Investigate & support opportunities for targeted recruitment of Hispanic students (Café con Leche).
  3. Support recruiting activities targeting nontraditional students in gender biased programs.

Resources and Approximate $: 1500 – ==Institutional Improvement==
Assessment Method/Date: Attendance rosters, Enrollment KPIA, Service Area High School Students who go to College KPIA, Perkins data **Date:** August 1, 2015

Objective #2: Provide systematic early intervention strategies for at risk/underperforming students.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: Increasing the success of all students focusing on 1st generation/academically disadvantaged students enrolling in community colleges as predicted by THECB Closing the Gaps.
Actions: 1. Review student data from piloted Student Success courses and evaluate/determine potential student populations for mandatory enrollment.   2. Continue to refine and develop processes for faculty utilization of the Early Alert and Student Success modules.
Resources and Approximate $: None – Institutional Improvement
Assessment Method/Date: Course Completion KPIA Benchmark; Graduation, Retention and Persistence KPIA Benchmark; Placement & Completion KPIA Benchmark; Rates of scholastic probation/suspension   **Date:** October 1, 2014

Office of the President

Institutional Advancement

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; Advancement Services Specialist for Marketing and Scholarship Support
Statement of Need: Financial difficulties can be a barrier to students which can result in not attending college, attending only part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether. Therefore, a strong scholarship program aids both recruitment and retention efforts. Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks: At or above 33%, the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid: 2010-2011; and At or above small college group percent of all undergraduates receiving aid by type of aid: 2010-2011. Since implementation of the STARS On-Line Scholarship Application for non-dual credit scholarships, applications have continued to increase: 177% in year 1; 197% in year 2; and 217% in year 3. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that Vernon College students can apply for whether to support continued studies at Vernon College or to use when transferring to a four-year institution. Furthermore, students must have an office to go to 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 than 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." Since that time, this office has been addressing these deficiencies and has worked with more students and parents to assist with scholarship information each year. Additionally there is an increasing need for dual-credit scholarships for high school students within the College's service area.

Actions:

1. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation current scholarships, including dual credit scholarships, and new scholarship opportunities.
2. Continue to work with donors and donors' heirs of building scholarships to completely fund the scholarship(s) or merge into the Vernon College Foundation General Scholarship.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Enhance the scholarship page on the Vernon College website with STARS information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Review each scholarship's criteria and build an information file about these scholarships to help students determine their applicant eligibility.
6. 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.
7. 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.
8. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, and WFISD College Connections Scholarship Programs.
9. Work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students.
10. Review and select cost effective on-line scholarship software that can be used for dual credit Catching the Future and College Connections scholarships as a process improvement in place of the current paper application system. After initial start-up costs, this should improve efficiency in the management of these programs. Further, today's high school students are familiar with on-line applications in place of paper which should be more cost effective and facilitate more efficient response times on the part of Vernon College personnel working with and managing the dual credit scholarship programs.
11. Work with the Early College Start Coordinator and the Director of Student Relations to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
12. Make presentations to area high schools to assist students with their STARS applications.
13. 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.
14. In January and February review student application progress on a weekly basis.
15. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
16. 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.

17. Work with the Directors of Student Activities, SGA, Student Forum and other student groups to promote the scholarship program and encourage applications.
18. Utilize targeted marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
19. Add a staff position, Advancement Services Specialist for Marketing and Scholarship Support to: monitor all Vernon College social media including, but not limited to, the College Facebook and Twitter accounts as well as other methods of social media as needed. Serve as the Office of Institutional Advancement website Content Administrator to update and maintain the Vernon College Homepage, the Vernon College Foundation page, the Alumni page, the Scholarship page, the Institutional Advancement page and other pages as needed under the direction of the Coordinator of Marketing and Alumni. Manage and update the STARS information under the direction of the Director of Institutional Advancement. Add new scholarships and criteria to the STARS database. Review all scholarship criteria information annually 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 to do so. Send welcome letter to the applicants as scholarship applications are completed. Respond to student applicant questions. Maintain all paper scholarship files. Assist with marketing the availability of general as well as restricted scholarships. 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 STARS Scholarship Page on the Vernon College 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 needed.   Assume a proactive role in increasing the efficiency and organization of the Department. Assist in the preparation of meeting packets, toolkits, etc. for various activities undertaken by the Office of Institutional Advancement. Assume other duties as assigned by the Director of Institutional Advancement and/or the College President.

Resources and Approximate $:
1. <mark>**Institutional Improvement:**</mark> new Scholarship Marketing Brochure -- $5,000
2. **Personnel:** Advancement Services Specialist for Marketing and Scholarship Support – Full-time: $25,000 - $28,000
3. **Technology:** STARS Annual Software License: $7,700

Assessment Method/Date:
1. Advancement Services Specialist for Marketing and Scholarship Support hired by **August 31, 2015**
2. Scholarship page on College website updated and new scholarship information added by **August 31, 2015** and on-going.
3. STARS presentations to area high schools as requested and evidenced by appointments calendar by **August 31, 2015** 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 by **August 31, 2015** and on-going.
5. Recommendation of additional on-line scholarship application software for use in the dual credit and college connections scholarship programs by **August 31, 2015**.

6. STARS annual license renewed by **September 15, 2014**.
7. Scholarship program brochure designed and implemented by **August 31, 2015**.
8. Increased funding for scholarships achieved by **August 31, 2015**.
9. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2015**.
10. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2015**.
11. Number of targeted press releases and letters sent by **March 1, 2015**.

Objective #2: Participate in and implement the recommendations of the Integrated Marketing/Recruiting Committee

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

Statement of Need: As a result of the work undertaken by the Integrated Marketing/Recruiting Task Force during 2012-2013, the need for a comprehensive marketing/recruiting program was identified. The Task Force formulated a set of recommendations, the first of which that the task force become a standing committee. Using this set of recommendations as a guide, the Committee will continuously facilitate, monitor, and improve a comprehensive integrated marketing and recruiting plan which results in equitable, consistent and effective enrollment management practices.

Actions:
1. When appropriate, to work with an outside consultant to identify strengths and resources to maximize marketing and recruiting efforts.
2. Ensure the implementation of the integrated marketing/recruiting recommendations made by the 2013 Task Force and approved by the administrative team by evolving the recommendations into the Vernon College Integrated Marketing/Recruiting Plan. Chair the Integrated Marketing/Recruiting Committee
3. Consistently monitor the Integrated Marketing/Recruiting Plan to ensure participation and action of responsible parties and/or departments and to report to the President in January and July the completion of actions directed by the plan via the committee mid-year and end-of-year reports.
4. Continuously review current policies, procedures, processes, practices, timelines, and functions and to make suggested additions, deletions, and changes to ensure optimum use of marketing strategies and a cohesive visual identity for Vernon College.
5. Work with the Director of College Effectiveness to annually review the Closing the Gaps goals and results for participation and success.
6. Review and make recommendations for Vernon College retention plans and results.
7. Make recommendations to the President and the Administrative Council.
8. Utilize one graphic designer for all printed materials used throughout the College and coordinated through the Coordinator of Marketing and Alumni Relations.
9. Develop and utilize one set of giveaways for all college activities managed through the Office of Institutional Advancement.
10. Maintain the College Connections and Catching the Future dual credit scholarship programs.
11. Assist Student Relations and Early College Start with school group tour requests as needed and coordinate and manage all other group tour/campus visit requests.

12. Create a training program and contact list of all College employees who are will and available to help with tours, presentations, training, etc.
13. Continue the STARS Scholarship Program and continue to enhance the Scholarship website.
14. Develop social media policies and guidelines for Facebook and Twitter and other social media programs.
15. Create a general FAQ document by merging various FAQs previously published by some department and post prominently on the College website and review annually.
16. Form a website users' group, chaired by the Coordinator of Marketing and Alumni Relations, which will function as a subgroup of the Integrated Marketing/Recruiting Committee to regularly review the website to ensure cohesiveness, develop and share best practices for the site and recommend use policies and guidelines.
17. Conduct an annual review of the website focusing on enhancements that can/should be implemented.
18. During 2014-2015 research other website content management systems focusing on efficiency and cost effectiveness of the current CMS as opposed to other options that may be available.
19. Develop an RFP to work with a marketing consultant to develop a long-term, comprehensive marketing and branding strategy. Included, but not limited to would be College slogan, brochure and flyer templates, marketing plan, videos, etc.
20. Review existing marketing policies and develop new policies as needed including a graphic standards policy.
21. Develop and implement a strategic plan for recruiting minority and male students.
22. Develop and implement a common calendar of marketing/recruiting events for the website.
23. Create videos and testimonials, "Why attend Vernon College," for posting to the web site.
24. Plan and implement a "Girls/Guys Night Out" for recruiting CTE prospective students.
25. Continue GenTX Day in coordination with Region 9.
26. Continue Sophomore Round-up.
27. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.

Resources and Approximate $:
1. ==**Institutional Improvement:**== Graphic designer for all printing materials -- $30,000; Give-away items maintained by Institutional Advancement for the entire College -- $30,000; Standardized College volunteer polo shirt for events so that staff is readily identifiable to visitors during group events -- $2,500; Marketing Consultant -- $100,000; "Girls/Guys Night Out -- $10,000; GenTX Day -- $10,000
2. **Technology:** STARS Annual Software License: $6,500; CMS (Ektron) License -- $8,500

Assessment Method/Date:
1. Monthly meetings of the Integrated Marketing/Recruiting Committee and mid-year and annual reports filed. **January 2015 mid-year report and July 31, 2015 annual report.**
2. Graphic designer for all printed materials used throughout the College selected by **August 31, 2015**.
3. Giveaways for all college activities standardized and managed through the Office of Institutional Advancement by **August 31, 2015**.
4. Maintain the College Connections and Catching the Future dual credit scholarship programs by **August 31, 2015 and on-going**.
5. Standardized volunteer polo shirt implemented by **August 31, 2015**.

6. Marketing Consultant hired by **August 31, 2015**.
7. Website users group formed and actively working by **August 31, 2015**.
8. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by **August 31, 2015 and on-going**.
9. "Girls/Guys" Night out strategic plan implemented by **April 30, 2015 and on-going**.
10. GenTX Day annual event by **May 31, 2015 and on-going**,
11. Sophomore Roundup annual event by **December 31, 2014 and on-going**.

President/Effectiveness

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; to target the Key Performance Indicators of Accountability benchmarks for Percent of 12 County Service Area High School Graduates who go to College, and Financial Aid
Actions: 1. Review and implement recommendations of Student Success by the Numbers 2. Monitor KPIA benchmark data 3. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing Task Force
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by meeting notes, annual action plans and budget   **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; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer , License/Certification Rates, and Placement and Completion
Actions: 1. Review and implement recommendations from the Integrated Marketing/Recruiting Task Force 2. Review and implement recommendations of Student Success by the Numbers 3. Monitor KPIA benchmark data
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by the Integrated Marketing/Recruiting Committee purpose and responsibilities, agendas, minutes and meeting notes   **Date:** July 1

Student Services

Objective #1: In an effort to increase Hispanic enrollment in the institution Vernon College Student Services will offer informational materials in Spanish.
Responsibility: Vernon College Counselors and Director of Student Relations
Statement of Need: Although most students attending Vernon College have a command of the English language, they may have parents or familial support systems that do not read, write or speak English or they feel more comfortable communicating in Spanish. Because of this, Student Services will convert our most frequently used documents into Spanish. This will hopefully open the lines of communication within the home of first generation students.
Actions: 1. Review Student Services printed and website materials to determine select pieces that should be converted to Spanish. 2. Convert select Student Services written materials to Spanish and them publish those select materials.
Resources and Approximate $: (Facilities, <mark>Institutional Improvement</mark>, Personnel, Technology) time, IT support
Assessment Method/Date: Spanish language Student Services Materials available by January 2015 **Date:**

Objective # 2: In accordance with the Vernon College Vision Statement – Vernon College will promote a culture of success for our students and communities through learner centered quality instructional programs and exemplary services.
Responsibility: Vernon College Athletic Team Head Coaches
Statement of Need: Vernon College athletics hopes to create a bridge between our college athletes and young children in the community by creating an direct interaction based on a common love of sports. We are hopeful that this will increase community support for Vernon College athletic endeavors and encourage area youth with an introduction to the Vernon Campus and Vernon College students and staff.
Actions: 1. Each Vernon College Athletic team (baseball, softball, volleyball, and rodeo) will offer a 1 day free skills clinic to Vernon elementary school children each academic year.
Resources and Approximate $: (Facilities, <mark>Institutional Improvement</mark>, Personnel, Technology) coaching time, advertising money
Assessment Method/Date: all 4 clinics will be completed by May 15, 2015 **Date:**

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.

Admissions, Financial Aid, and Records

Admissions

Objective #1: Maintain Admissions Office CCSSE and SENSE satisfactory rankings and improve annually
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: Continual 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 $ 1,700 (approximate)
Assessment Method/Date: Number of students applying on-line and meeting admissions requirements timely. / July   CCSSE and SENSE satisfactory rankings / CCSSE August and SENSE April   KPIA numbers / November

Financial Aid

Objective #1:   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: - Provide documented entrance and exit loan counseling opportunities for increasing numbers of student borrowers   - Contract with consulting firm to contact students approaching default status to explain options and consequences for increasing numbers of student borrowers   - Explore outsourcing of verification and "C" code selected ISIRs so additional staff resources can utilized on default prevention
Resources and Approximate $: Institutional Improvement: Consulting fees of approximately $30,000   Outsource costs of approximately $20,000
Assessment Method/Date: Department of Education Cohort Default Rate. / September

Records

Objective #1: Increase student completion success annually.
Responsibility: Admissions and Records staff
Statement of Need: Improve student completion rates as measured in KPIA's

Actions: 1. Create a "record" on new students every semester through a "batch" process which will assign a catalog to be used for the degree audit program and enable degree shopping. The degree audit will show the student a clear outlined path to completion of their degree or certificate.
2. Update the Degree Audit module each spring/summer with the degrees and certificates offered in current VC General Catalog.
Resources and Approximate $: Institutional Improvement: Time and Effort
Assessment Method/Date: Student success as measured by CBM 009 and 00M / Nov

Instructional Services

Objective #2 Increase student awareness of library resources and services through promotional initiatives.
Responsibility: Director of Library Services, Library Staff
Statement of Need: Surveys continue to show a significant number of students and faculty who are unaware of the services available. Efforts to promote library services are needed in order to increase awareness and usage of library resources.
Actions: 1. Ask instructors and Instructional Design and Technology Coordinator to post link to library orientation within Blackboard via course shells and general announcements. Work with Instructional Design and Technology Coordinator in posting a link to the library orientation within the Rubric of Online instruction.   2. Ask Student Services to play video clips of library tours during New Student Orientations.   3. Coordinate with the nursing instructor at Seymour to present a brief orientation to library services either on-site or online via Collaborate.   4. Utilize Collaborate in presenting an online orientation to library services for online, dual credit, and concurrent enrollment students. Utilize opportunity to answer questions and demo databases. Notify students of online orientation via email and notification posted within Blackboard.   5. Present brief orientation to library services during faculty/staff orientation in August.   6. Continue to setup information tables at CCC, Vernon, and STC during the first week of classes in the fall and spring semesters. Provide demos, answer questions, and distribute promotional materials.
Resources and Approximate $: Institutional Improvement , time
Assessment Method/Date Documentation of initiatives and survey results   **Date:** August 2015

Objective #3: Evaluate success of redesigned developmental education plan.
Responsibility: Division Chairs, Dean of Instructional Services
Statement of Need: State mandated changes, Performance Based Funding - Momentum Point component, Student Success as measured by retention & completion.

Actions:
1. Review processes for student placement in developmental education courses.
2. Develop partnerships for serving students placing below developmental education cut scores.
3. Review student success in developmental education and subsequent college level courses.

Resources and Approximate $: None – Institutional Improvement

Assessment Method/Date: Success rate of developmental students in subsequent academic courses; Course Completion KPIA Benchmark; Graduation, Retention and Persistence KPIA Benchmark, Milestone/Success Points KPIA Benchmark   **Date:** August 1, 2015

Objective #4: Review student acceptance and impacts on student learning of the MW/TR class schedule.

Responsibility: Dean of Instructional Services

Statement of Need: SSBTN initiative; Enrollment KPIA Benchmark; Persistence, Retention & Completion KPIA Benchmark

Actions:
1. Survey students to determine effectiveness of class schedule in meeting students' needs.
2. Compare course success rates of MW and MWF courses.

Resources and Approximate $: None - Institutional Improvement

Assessment Method/Date: SIR II Survey - Supplemental Questions & reporting of course success rates   **Date:** February 2015

Objective #5: Review potential for implementing a pre-requisite for enrollment in online courses.

Responsibility: Division Chairs, Dean of Instructional Services, Instructional Designer, Distance Education committee

Statement of Need: Differential success rates for F2F and online classes. Faculty observations that numerous students enroll in online classes without the behaviors which are conducive to succeeding in an online environment.

Actions:
1. Consider recommendations of the Distance Education Committee.

Resources and Approximate $: None – Institutional Improvement

Assessment Method/Date: Implementation of pre-requisite as published in Fall 2015 Advising & Registration Guide   **Date:** March 2015

Office of the President

Institutional Advancement

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; Advancement Services Specialist for Marketing and Scholarship Support

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 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.
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. **<mark>Institutional Improvement</mark>** -- Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $7,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- $6,000.
2. **Technology** – Renewal of annual Raiser's Edge software license -- $8,500. 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 by **August 31, 2015**.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2014**.
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 2014-2014 fiscal year by **August 31, 2015**.
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 by **August 31, 2015**.
5. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2014**.
6. Staff participation in grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2015**.
7. Annual software licenses/maintenance contracts renewed by **August 31, 2015**.
8. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2015** and on-going.

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; Advancement Services Specialist for Marketing and Scholarship Support; 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, targeted marketing strategies, 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; including the development of web pages featuring donors and students.
2. Form a website users' group, chaired by the Website Advancement/Support Specialist, which will function as a subgroup of the Integrated Marketing/Recruiting Committee to regularly review the website to ensure cohesiveness, develop and share best practices for the site and recommend use policies and guidelines.
3. Conduct an annual review of the website focusing on enhancements that can/should be implemented
4. 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.
5. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
6. As funds are available take advantage of enhanced marketing/communication opportunities to support the College's visibility.

7. 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.
8. 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.
9. Develop an RFP to work with a marketing consultant to develop a long-term, comprehensive marketing and branding strategy. Included, but not limited to would be College slogan, brochure and flyer templates, marketing plan, videos, etc.
10. Enhance social media marketing by using Facebook ads, online advertisements and Google adwords.
11. Utilize target marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
12. Incorporate the recommendations of the Integrated Marketing Task Force as approved by the College Administration.
13. Utilize one graphic designer for all printed materials used throughout the College and coordinated through the Coordinator of Marketing and Alumni Relations.

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 Advancement Services Specialist for Marketing and Scholarship Support -- $6,000. Professional photographic services -- $7,000. Graphic designer for all printing materials -- $30,000; Marketing Consultant -- $100,000
2. **Technology:** Annual Ektron CMS400.Net Pro Domain annual license -- $10,000

Assessment Method/Date:
1. President's Annual Report disseminated by **February 2015**.
2. Prepare an annual user report of website usage statistics and website enhancements by **August 31, 2015** and on-going.
3. Develop best practices and procedures for maintaining the Vernon College website and Component Administrators' webpages by **August 31, 2015**; on-going updates.
4. Increase social media marketing as often as possible throughout the year ending **August 31, 2015**.
5. Number of targeted press releases and letters sent by August 31, 2014.
6. Graphic designer for all printed materials used throughout the College selected by **August 31, 2015**.
7. Marketing Consultant hired by **August 31, 2015.**
8. Website users group formed and actively working by **August 31, 2015**.
9. Ektron License renewed by **August 31, 2015.**

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.
Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected SACS COC compliance criteria and to improve student learning data results from CCSSE and SENSE; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer , License/Certification Rates, and Placement and Completion
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. Continue Student Success by the Numbers initiative
Resources and Approximate $: <mark>Institutional Improvement,</mark> 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 COC compliance criteria; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer , License/Certification Rates, and Placement and Completion
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 $: <mark>Institutional Improvement</mark>, 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 $: <mark>Institutional Improvement</mark>, 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 COC 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 $: <mark>Institutional Improvement</mark>, 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 monitoring and implementation of approved task force recommendations (Community Involvement, Facilities, Integrated Marketing, Academic Advising, Student Success Class and Retention/Completion)
Responsibility: President
Statement of Need: Input from faculty and staff, personal observation, CCSSE and SENSE benchmarks, and Key Performance Indicators of Accountability Benchmarks
Actions: 1. Revisit each task force to monitor and ensure implementation of and adequate resource allocation for approved recommendations from all task forces
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidence by meeting notes, annual action plans and budget   **Date:** July 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Provide leadership on the Professional Development Committee to ensure opportunities, as outlined in the Quality Enhancement Plan (VConnected), are made available to faculty and staff.
Responsibility: Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator
Statement of Need: Professional development opportunities in the areas of student engagement, instructional strategies, and technology have been made available through the Quality Enhancement Plan initiatives. These initiatives include: "…improving student learning by focusing on engagement through a three-part plan: transform curriculum and instruction, provide innovative professional development opportunities, and create a technology rich environment for instructional and student support services." In order to sustain this level of professional development as the College moves to a second QEP, oversight has been transitioned. Evidence of the need for such sustainability can be found in the Student Instructional Report (SIR II) data; Key Performance Indicators of Accountability (KPIA's) – specifically CCSSE benchmarks, Graduation, Persistence, and Retention, SENSE benchmarks; and CCSSE/SENSE individual results.

Actions:
1. Review and update the charge of the Professional Development Committee as needed.
2. Evaluate/Review the Professional Development Committee's program and make recommendations for inclusion of QEP (VConnected) professional development initiatives.

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $

Assessment Method/Date:
1. Agenda, Minutes, Committee Charge, scheduled professional development opportunities & participation. July 2015

Objective #2: Facilitate communication and identify mentors as approved from the Feasibility Review Process conducted by the Technology Committee to the Professional Development Committee. Continue to enhance the use of mentors including mentor professional development.

Responsibility: Criquett Lehman, Director of Quality Enhancement, Chair Technology Committee; Roxanne Hill, Instructional Design and Technology Coordinator, Co-Chair Professional Development Committee; Donnie Kirk, Co-Chair Professional Development Committee

Statement of Need: A successful professional development program for making the most of student engagement techniques, instructional strategies, and new technologies demands continued structured support. Training faculty and staff as mentors is an efficient use of existing human resources. They are crucial to the success of this initiative. Mentors have performed the skill or used the knowledge under conditions closely resembling the job. They are skilled in delivering instruction and evaluating student learning and have the expertise to identify and understand the learning needs of students. Continued training is necessary to maintain this level of expertise. Additionally, mentors will assist in providing faculty/staff development opportunities as outlined in the PD Policy.

Actions:
1. Conduct feasibility reviews of new technologies by potential mentors.
2. Communicate and identify mentors to the Professional Development Committee.
3. Organize and conduct training opportunities and technical support.
4. Provide and encourage the opportunity for participation in the National Institute for Staff and Organizational Development (NISOD).
5. Plan and promote participation in internal professional development opportunities through the program outlined by the Professional Development Committee.

Resources and Approximate $:
<mark>Institutional Improvement</mark>: Funding for NISOD Convention - $1,400.00 X 3 participants = $4,200.00 (Est.)

Assessment Method/Date:
1. Meeting minutes reflecting updates reported to the Professional Development Committee. January 2015, August 2015
2. Number of mentors who participated in NISOD Convention. June 2015
3. Number of mentors who conducted sessions, Mentor List (total number of mentors available for ongoing training). July 2015

Student Services

Objective #1: Increase student persistence and retention by identifying students who will need help and interventions from Vernon College.
Responsibility: Associate Dean of Student Services, Vernon College Counselors, Vernon College Testing
Statement of Need: Vernon College continues to stress the importance of retention and persistence of our students. These qualities can not be predicted on solely on the basis of academic scoring from placement or entrance tests. Lubbock Christian University is pioneering studies that show the emotional intelligence and cognitive ability testing can more accurately predict a student that needs intensive intervention and definite/outlined support systems. They have expressed interest in partnering with a junior college to continue their studies.
Actions: 1. Explore a partnership with Lubbock Christian University so that entering Vernon College freshman can take the Defining Issues Test (DIT2). 2. If partnership is feasible, utilize the DIT2 scores to identify students who would benefit from placement into the Learning Frameworks class and identify the students as needing intrusive academic interventions during their first semester to increase the probably of persistence.
Resources and Approximate $: (Facilities, ==Institutional Improvement==, Personnel, Technology) time
Assessment Method/Date: determination of partnership feasibility by December 2014 **Date:**

Objective #2: Stimulate student and staff engagement on campus during meal time.
Responsibility: Dean of Student Services, Director of Student Activities
Statement of Need: Encourage everyone who enters to share information about themselves and their personal tastes. This should provide a simple activity to open communication among all different Great Western Dining patrons.
Actions: 1. Create a program in conjunction with Great Western Dining called "my favorite meal." Once a month students, faculty and staff who utilize Great Western Dining in for their evening meal can enter to have their favorite meal prepared by Great Western Dining. The meal will be served to everyone that evening and will be the entire meal filled out on the entry form.
Resources and Approximate $: (Facilities, ==Institutional Improvement==, Personnel, Technology) time and partnership with Great Western Dining
Assessment Method/Date: First meal to be prepared in September 2014 – last meal in May 2015 **Date:**

Objective #3: Increase student engagement in the college community prior to the beginning of classes as engagement continues to be shown to increase a student's rate of completion and persistence.
Responsibility: Associate Dean of Student Services, Vernon College Counselors, Director of Student Activities
Statement of Need: Vernon College currently offers a brief introductory orientation for mandatory for anyone interested in attending the college.   Vernon College also provides a semester long Learning Frameworks course targeted at students who perform poorly on TSI required testing. However, there is another group of students who need to feel a part of the college community and have intrusive guidance prior to

starting class. They are not identified by low placement test scores but more by social factors. This orientation will be targeted at those students.

Actions:
1. Create a brief (4 hour) orientation program targeted at students who need more information than provided in New Student Orientation but may not meet or need the requirements of the Learning Frameworks class.
2. Identify the students appropriate for the orientation and market the orientation to them.
3. Host pilot program orientations, evaluate those pilots, and then proceed to create a permanent program.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology) time from student services staff

Assessment Method/Date: have pilot programs completed August 2014 and ready for full implementation August 2015 **Date:**

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

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.
Responsibility: President
Statement of Need: To meet expected SACS COC compliance criteria and to improve student learning data results from CCSSE, SENSE and SIR II; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer , License/Certification Rates, and Placement and Completion
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 COC compliance criteria and to improve student learning data results from CCSSE, SENSE and SIR II; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer , License/Certification Rates, and Placement and Completion
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.

Admissions, Records, and Financial Aid

Financial Aid

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 (NSO)   2. Outreach to financial aid applicants with personalized letter from VC President   3. Provide Financial Aid outreach presentations to high school students/parents, counselors, and community members   4. Review CCSSE scores and results with staff and discuss ideas for improvement of Financial Aid advising and services   5. Text students in order to improve communications   6. Focus group improvement of financial aid services   7. Create a Financial Aid BLOG   8. Explore creation of Financial Aid Webinar
Resources and Approximate $:   Institutional Improvement: Time, Effort, and Supplies (approx. $1,250)   Texting software of $3,000
Assessment Method/Date: Improvement of CCSSE benchmarks for 2011-12 academic year. / August

Instructional Services

Objective #1:   Continue to implement active & collaborative learning and service strategies throughout the instructional component.
Responsibility: Dean of Instructional Services, Instructional Designer, Professional Development committee, Faculty
Statement of Need: Results of 2013 CCSSE revealed that while great strides were made in this area (21% improvement), VC continues to lag behind both small colleges (46.3 vs. 51.3) and the 2013 cohort (46.3 vs. 50.0).
Actions: 1. Provide appropriate professional development workshops aimed at improving instructional & service strategies as related to active and collaborative learning and student success.
Resources and Approximate $: None – Institutional Improvement
Assessment Method/Date: 2015 CCSSE results   **Date:** August 1, 2015

Objective #2: Ensure Instructional Services input in the selection of a new QEP.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: SACS/COC requirement
Actions: 1. Provide QEP committee with suggestions for learner centered initiatives which should enhance student success. 2. Participate in committee meetings and selection process.
Resources and Approximate $: None – <mark>Institutional Improvement</mark>
Assessment Method/Date: QEP Committee membership and meeting minutes   **Date:** August 1, 2015

Office of the President

President/Effectiveness

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 COC compliance criteria and observed need from Annual Action Plans
Actions: 1. Ensure adequate resource allocation decisions through budget process 2. Monitor annual QEP report 3. Monitor progress of integration into the infrastructure of the institution as outlined in the Quality Enhancement Plan
Resources and Approximate $: <mark>Institutional Improvement</mark>, 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 and feasibility reports.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet SACS COC compliance criteria and observed need from Annual Action Plans
Actions: 1. Will initiate a review process and review QEP pilot projects/feasibility reports on an annual basis
Resources and Approximate $: <mark>Institutional Improvement</mark>, 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 COC 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

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Facilitate communication regarding Quality Enhancement Plans for the institution and outside entities (such as SACSCOC).
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: Keeping communication lines open to faculty and staff as the college concludes final integration of the current quality enhancement plan and initiates a new quality enhancement plan. Compliance requirements as directed by SACSCOC.
Actions:
1. Present/provide information to students through mass emails, meetings with student leadership organizations, and TV monitors located on all campuses.
2. Present/provide information to faculty and staff through weekly emails, as part of the annual planning process, and at the Spring Semester Kickoff.
3. Provide information to faculty and staff regarding the integration of the QEP including new or updated processes via the President's Monthly Update, email, and professional development weeks/days.
4. Provide information to faculty and staff regarding the initiation of a new QEP including new or updated processes via the President's Monthly Update, email, and professional development weeks/days.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date:
1. Provide a list of student, faculty, and staff meeting and correspondence dates and agendas if applicable. July 2015

Objective #2: Chair Quality Enhancement Plan Planning Committee
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: As outlined and directed by SACSCOC.
Actions:
1. Begin planning for a second QEP. This includes developing processes for soliciting topics, reviewing proposed topics, providing discussion/input for proposed topics, selection of topic, and present to college leadership for consideration.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date:
1. Agendas, minutes. July 2015

Objective #3:   Ensure Compliance with SACSCOC
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: Compliance requirements as directed by SACSCOC. CR 2.12; CS 3.3.2
Actions: 1. Produce the Impact Report of the QEP for the SACSCOC 5th Year Interim Report. 2. Develop and implement a process for developing a QEP that meets the requirements of CR 2.12 & CS 3.3.2. 3. Produce QEP Annual Progress Report.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: 1. Annual Progress Report submitted by October 2015. 2. Impact Report of the QEP for the SACSCOC 5th Year Interim Report submitted by September 2014.

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

Administrative Services

Book Stores

Objective #1 : Send Book Store managers to the Southwest College Bookstore Association meeting in Oklahoma City.
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 $: $2,600 ($1,300/store) – Institutional Improvement
Assessment Method/Date:　Session attendance handouts, technology/training updates, notes from meetings.　October 2014

Objective #2: Attend Campus Market Expo (CAMEX) – Kim Bateman
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 $: $2,000 – Institutional Improvement
Assessment Method/Date: General merchandise purchased, session handouts, meeting/session notes. February, 2015

Objective #3: Send 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 employees to attend Dallas Pen Show.
Resources and Approximate $: $600 ($300/store) – Institutional Improvement

Assessment Method/Date: Merchandise purchased. March/April 2015

Business Office

Objective #1: POISE User Group Training
Responsibility: Mindi, Stacy, Garry
Statement of Need: Ongoing professional development for Business Office Staff
Actions: Enroll 4 staff members in conference and make travel arrangements
Resources and Approximate $: $3500 – Institutional Improvement
Assessment Method/Date: Conference materials, group discussions / Summer 2015

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
Responsibility: Director and Assistant Director of Financial Aid
Statement of Need: Staff development through professional financial aid organizations and conferences
Actions: Attend called THECB conferences, and other professional development opportunities
Resources and Approximate $: Institutional Improvement: Travel budget of approximately $3,500
Assessment Method/Date: Unqualified audit with no management letter notations or findings / January

Instructional Services

Objective #1 :   Enhance faculty and staff performance through appropriate internal & external professional development activities.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Instructional Designer, Director of QE, Professional Development committee, Division Chairs, Directors
Statement of Need: SIR II results, CCSSE results, Core Objective assessment requirements, SACSCOC & THECB criteria

Actions:
  1. Conduct internal professional development workshops which target the following:
    a. specific instructional strategies relative to active & collaborative learning and student engagement
    b. classroom technology including Bb 9.1 and the rubric for online instruction (ROI)
    c. opportunities for improvement as identified by SIR II results;
    d. use of rubrics to assess program level outcomes (both general education and CTE programs)
    e. specific instructional strategies relative to developmental learners

2. Target external professional development opportunities provided by TCCTA, TACTE, NTCCC, TAMU Assessment conference, C5 conference.
3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.

Resources and Approximate $: None – <mark>Institutional Improvement</mark> ($ from Instructional Services Faculty Travel budget & Perkins grant)
Assessment Method/Date: Results of SIR II and CCSSE**,** log of faculty attendance, professional development reports, $ budgeted and expended **Date:** August 1, 2015

Office of the President

Human Resources

Objective # 1: Continually research and develop training for faculty/staff through 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 and to remain in compliance with state and federal rules and regulations.
Actions:
1. Research any required trainings for faculty/staff.
2. Research economical sources for trainings.
3. Purchase/order/develop trainings.
4. Implement trainings through New Employee Orientation, Professional Development or bi-annual Staff Development.
Resources and Approximate $: <mark>Institutional Improvement</mark> – Cost of materials – approx. $500 - $750
Assessment Method/Date: Training developed either online, by PowerPoint, etc. by August 2015

Objective # 2: Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.
Responsibility: HR Director and staff
Statement of Need: to ensure ongoing compliance with state/federal rules and regulations, benefits updates, policies and procedures, and continued HR networking
Actions:
1. Participate in benefits training, usually online.
2. Participate in annual TACCHRP conference, currently serving as Vice-president of the association.
3. Participate in other professional development, including webinars as appropriate.
Resources and Approximate $: <mark>Institutional Improvement</mark> – Cost of travel, conferences, and trainings – TACCHRP $1000, Misc. training/professional development - $1000
Assessment Method/Date: Participation in trainings/professional development throughout the year; Conference in June - Documentation in Professional Development tracking

Institutional Advancement

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; Advancement Services Specialist for Marketing and Scholarship Support
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 and 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 Development/Fundraising, Grantsmanship, Alumni Relations, Marketing and Advancement Services.   4. Participate in at least one comprehensive grant writing conference annually.   5. Participate in online webinars relevant to Advancement positions.
Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)   1. ==**Institutional Improvement:**== Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $7,000. 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. Membership dues in CASE, CRD, and NCMPR -- $3,000
Assessment Method/Date: 1. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2014**.   2. Participate in the NCMPR Annual Conference, conference notes by **August 31, 2015**.   3. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.

Objective #2: Where possible research and identify professional development opportunities that are available to Vernon College faculty and staff.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Advancement Services Specialist for Marketing and Alumni Support
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 College and University Teachers.
2. During the Federal Funding Task Force in Washington, D.C. meet with Federal Agency personnel to discuss and learn about professional development opportunities that are available for the coming year. This helps keep the College's name in "front" of agency personnel.
3. Through the College email system and the Dean of Instructional Services, send notices of funding opportunities as the information is publicized on agency websites.
4. Assist faculty and staff in the preparation and submission of grant proposals to support faculty/staff development.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)
1. **Institutional Improvement:** Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $7,000 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 Vernon College community by **August 31, 2015** and on-going.
2. Proposals written and submitted by **August 31, 2015** and on-going.

President/Effectiveness

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 COC 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 COC 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 administrators, faculty, 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 COC 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 $: <mark>Institutional Improvement</mark>, 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 COC criteria; to adequately support research based projects; and to enhance technology related skills
Actions: 1. Participate in SACS COC preconference and conference (Nashville, TN) 2. Participate in TAIR preconference and conference (Amarillo, TX) 3. POISE training/conference 4. Serve as THECB Liaison and Small College Group Representative 5. Explore process to become a SACS COC evaluator
Resources and Approximate $: <mark>Institutional Improvement</mark>: SACS COC $2500; TAIR $1500, POISE $1500 THECB (3 meetings) $2400
Assessment Method/Date: As evidenced in budget, travel requests and travel expense reports **Date:** Ongoing annual review with summation by July 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Ensure Compliance with SACSCOC
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: Compliance requirements as directed by SACSCOC.
Actions: 1. Participate in SACSCOC pre-conference workshops and SACSCOC 2014 Annual Meeting. 2. Participate in SXSW Edu Conference.

Resources and Approximate $:
<mark>Institutional Improvement</mark>: Staff development funding to attend conferences –SACSCOC $2,500.00 (Est.), SXSW $1,200.00 (Est.); TOTAL: $3,700.00
Assessment Method/Date: Travel Expense Vouchers indicating attendance. December 2014 & May 2015

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

Administrative Services

Physical Plant

Objective #1 :   Update 2014-2015 Facilities Master Plan for all campuses
Responsibility: Physical plant directors and Dean of Administrative Services
Statement of Need: To provide coordinated plan for ongoing maintenance and improvements to College facilities and support annual action plan
Actions:

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

Resources and Approximate $: Currently budgeting $250,000 per year for all capital projects at all campuses – <mark>Institutional Improvement</mark>
Assessment Method/Date: Meeting notes, emails, budget - Updated 2014-2015 Master Plan by May 31, 2015

Admissions, Records, and Financial Aid

Admissions

Objective #1 :   Maintain and improve student satisfaction ranking
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: Meet the needs of students at each VC location proportional with student enrollment increases
Actions: Hire and train additional personnel as needed proportionate with enrollment increases
Resources and Approximate $:   <mark>Institutional Improvement</mark>: Time and Effort
Assessment Method/Date: Review completed upon completion of CCSSE survey (August?) and receipt of results

Office of the President

Human Resources

Objective # 1: Post, advertise and recruit appropriate qualified faculty/staff for vacant positions for the college.
Responsibility: HR Director, HR staff and search committees
Statement of Need: to ensure the human resources of the college are met to continue quality administration and education to the students
Actions:

1. Provide position requests to administration as positions become vacant.
     2. Acquire appropriate approval signatures on the position requests when received.
     3. Post positions online and advertise as needed.

4. Screen applications for required qualifications.
5. Search committee screen applications and select candidates for interview.
6. Once the search committee has made their interview choices, set up and make arrangements for interviews; facilitate interviews.
7. Search committee interview candidates and make selection.
8. Complete paperwork and get President's approval for chosen candidate.
9. Notify all candidates of decision.
10. New Employee paperwork/orientation.

Resources and Approximate $: ==Institutional Improvement== – Cost of advertising – Budget is approx. $7,600

Assessment Method/Date: All required documentation for position postings, application files, interview notes and offer forms. - Ongoing throughout the year.

Institutional Advancement

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; Advancement Services Specialist for Marketing and Scholarship Support

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, 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 to support off-site working.

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.
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 -- $7,000. 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 -- $5,000.
2. **Technology:** Renew annual software licenses and maintenance contracts: Raiser's Edge (RE) software license -- $8,500; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $7,700. 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 by **August 31, 2015**.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2014**.
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2015**.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2015**.
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 by **August 31, 2015 and on-going**.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2015 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 by **February 28, 2015 and on-going**.
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 2014-2015 fiscal year by **August 31, 2015**.
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 by **August 31, 2015**.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2014**.
11. Participate in the NCMPR Annual Conference, conference notes by **August 31, 2015**.
12. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2015**.
13. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2015**.
14. Annual software licenses/maintenance contracts renewed by **August 31, 2015**.
15. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2015 and on-going**.

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.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet expected SACS COC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results and KPIA benchmark data; 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, KPIA benchmark data, Annual Action Plans and budget allocation decisions **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 COC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results and KPIA benchmark data; 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 COC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results and KPIA benchmark data; 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

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Integrate and maintain innovative technologies, including hardware and software, as piloted through the Feasibility Review of the Technology Committee.
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 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. Maintenance of Quality Enhancement Resource Inventory (QERI) including license updates.

Actions:

1. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.
2. Using approved feasibility studies and Technology Committee recommendations, the Director of Quality Enhancement and the Instructional Design and Technology Coordinator will assess the Quality Enhancement Resource Inventory (QERI) to determine necessary upgrades, utilization, and the addition of new resources.
3. Provide training opportunities and technical support through the pilot mentor program and the online VC Innovation Center in Blackboard.
4. Administer satisfaction survey during the academic year.

Resources and Approximate $:
<mark>Institutional Improvement:</mark> no $
Technology: TOTAL: $26, 536.88
Blackboard Collaborate License - $22,000.00
2 iPad Wifi 16GB Upgrades - $1,199.98 [$499.99 (2) + $100 (2 Case/Keyboard)]
4 Camtasia Software License Upgrades – $537.00 [$134.25 ($89.50 + $44.75 Maintenance) X 4 Computers (1/2 QERI Laptops)]
2 Survey Monkey License Renewal - $600.00
10 Reflector Apps - $12.99 (6) = $129.90
2 60" TV Monitors - $900.00 (2) = $1,800.00
2 TV Mounts Flat - $135.00 (2) = $270.00

Assessment Method/Date:

1. Feasibility Reviews, Agendas, Minutes, Approved Budget. August 2015
2. Quality Enhancement Resource Inventory log. December 2014 & May 2015
3. Provide results from satisfaction survey. May 2015

Student Services

Objective # 1: Meet or exceed all federal, state, or accreditation requirements for security through a mass notification system.	
Responsibility: Vernon College Chief of Police, Director of Student Relations, Dean of Student Services	
Statement of Need: Vernon College has begun the process implementing a mass notification system. It is imperative that we fully complete the plan so that total compliance is achieved.	
Actions:	
1. Complete RunSync installation and implementation on smart phones and all on campus emergency phones.	
Resources and Approximate $: (Facilities, <mark>Institutional Improvement</mark>, Personnel, Technology) Cooperation with RunBiz, time	
Assessment Method/Date: full implementation complete by January 2015 **Date:**	

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

Office of the President

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.
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
   3. Review IT Management Annual Report

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, IT Management Annual Report   **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. The plan will include infrastructure needs as well as a well-defined PC replenishment 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
   4. Review IT Management Annual Report

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by Technology Plan and budget, IT Management Annual Report   **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 $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by inventory list and budget   **Date:** Annual with summation by January 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Oversee the continued implementation of integration and oversight of the availability of technology tools, as outlined in the Quality Enhancement Plan (VConnected), through the Quality Enhancement Resource Inventory (QERI).
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: Integrate the Quality Enhancement Plan into the infrastructure of the institution by ensuring that technology tools and technical support continue to be available to faculty, staff, and Board of Trustees. Technology is a tool used to increase student learning and student engagement. In order to sustain the Quality Enhancement Resource Inventory (QERI), oversight needs to be transitioned. Evidence of the need for such sustainability can be found in the Student Instructional Report (SIR II) data; Key Performance Indicators of Accountability (KPIA's) – specifically CCSSE benchmarks, Graduation, Persistence, and Retention, SENSE benchmarks; and CCSSE/SENSE individual results.
Actions: 1. Chair Technology Committee. 2. Review and update the charge of the Technology Committee as needed. 3. Provide technical and operational support at Board of Trustees meetings.
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $; Technology, no $
Assessment Method/Date: 1. Committee Charge, Agendas, Minutes, QERI Log (Board of Trustees support). July/August 2015

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.

Office of the President

Institutional Advancement

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; Advancement Services Specialist for Marketing and Scholarship Support
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, 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.
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.
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. <mark>**Institutional Improvement**</mark>: 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 -- $7,000. 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 -- $8,500; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $7,700. 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 by **August 31, 2014**.

2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2014**.

3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2015**.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2015**.
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 by **August 31, 2015 and on-going**.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2015 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 by **February 28, 2015**.
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 2014-2015 fiscal year by **August 31, 2015**.
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 by **August 31, 2015**.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2014**.
11. Participate in the NCMPR Annual Conference, conference notes by **August 31, 2015**.
12. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2015 and on-going**.
13. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2015**.
14. Annual software licenses/maintenance contracts renewed by **August 31, 2015**.
15. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2015 and on-going**.

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; Advancement Services Specialist for Marketing and Scholarship Support; 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. Contract with Blackbaud Target Analytics as need or at least every 2 years 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 the Rodeo Alumni Event, 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 a 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 an electronic communications company to deliver an Alumni specific E-newsletter on a monthly basis -- $600.

Assessment Method/Date:
1. Increased number of current alumni addresses, email and telephone numbers added to the RE database by **August 31, 2015 and on-going**.
2. Once added to RE, add alumni information to each record by **August 31, 2015 and on-going**.
3. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes, and social media interaction by **August 31, 2015**.
4. Quarterly Alumni E-Newsletter developed and implemented by **August 31, 2015**.
5. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by **August 31, 2015.**

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; Advancement Services Specialist for Marketing and Scholarship Support; 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, targeted marketing strategies, 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; including the development of web pages featuring donors and students.

2. Form a website users' group, chaired by the Website Advancement/Support Specialist, which will function as a subgroup of the Integrated Marketing/Recruiting Committee to regularly review the website to ensure cohesiveness, develop and share best practices for the site and recommend use policies and guidelines.
3. Conduct an annual review of the website focusing on enhancements that can/should be implemented
4. 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.
5. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
6. As funds are available take advantage of enhanced marketing/communication opportunities to support the College's visibility.
7. 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.
8. 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.
9. Develop an RFP to work with a marketing consultant to develop a long-term, comprehensive marketing and branding strategy. Included, but not limited to would be College slogan, brochure and flyer templates, marketing plan, videos, etc.
10. Enhance social media marketing by using Facebook ads, online advertisements and Google adwords.
11. Utilize target marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
12. Incorporate the recommendations of the Integrated Marketing Task Force as approved by the College Administration.
13. Utilize one graphic designer for all printed materials used throughout the College and coordinated through the Coordinator of Marketing and Alumni Relations.

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 Advancement Services Specialist for Marketing and Scholarship Support -- $6,000. Professional photographic services -- $7,000. Graphic designer for all printing materials -- $30,000; Marketing Consultant -- $100,000
2. **Technology:** Annual Ektron CMS400.Net Pro Domain annual license -- $10,000

Assessment Method/Date:
1. President's Annual Report disseminated by **February 2015**.
2. Prepare an annual user report of website usage statistics and website enhancements by **August 31, 2015** and on-going.
3. Develop best practices and procedures for maintaining the Vernon College website and Component Administrators' webpages by **August 31, 2015**; on-going updates.
4. Increase social media marketing as often as possible throughout the year ending **August 31, 2015**.
5. Number of targeted press releases and letters sent by August 31, 2014.

6. Graphic designer for all printed materials used throughout the College selected by **August 31, 2015**.
7. Marketing Consultant hired by **August 31, 2015.**
8. Website users group formed and actively working by **August 31, 2015**.
9. Ektron License renewed by **August 31, 2015.**

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; Advancement Services Specialist for Marketing and Scholarship Support	
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. Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks: At or above 33%, the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid: 2010-2011; and At or above small college group percent of all undergraduates receiving aid by type of aid: 2010-2011. 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 and 220% in year 3. This trend is projected to continue. 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 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.
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. Utilize targeted marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
18. Add a staff position, Advancement Services Specialist for Marketing and Scholarship Support to: monitor all Vernon College social media including, but not limited to, the College Facebook and Twitter accounts as well as other methods of social media as needed. Serve as the Office of Institutional Advancement website Content Administrator to update and maintain the Vernon College Homepage, the Vernon College Foundation page, the Alumni page, the Scholarship page, the Institutional Advancement page and other pages as needed under the direction of the Coordinator of Marketing and Alumni. Manage and update the STARS information under the direction of the Director of Institutional Advancement. Add new scholarships and criteria to the STARS database. Review all scholarship criteria information annually 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 to do so. Send welcome letter to the applicants as scholarship applications are completed. Respond to student applicant questions. Maintain all paper scholarship files. Assist with marketing the availability of general as well as restricted scholarships. 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 STARS Scholarship Page on the Vernon College 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 needed. Assume a proactive role in increasing the efficiency and organization of the Department. Assist in the preparation of meeting packets, toolkits, etc. for various activities undertaken by the Office of Institutional Advancement. Assume other duties as assigned by the Director of Institutional Advancement and/or the College President.

Resources and Approximate $:
1. **Institutional Improvement** -- new Scholarship Brochure -- $10,000.
2. **Personnel** – Advancement Services Specialist for Marketing and Scholarship Support – Full-time -- $25,000-$28,000
3. **Technology** – Annual software license for STARS – $7,700; New software for dual-credit and College Connections scholarship programs -- $5,000

Assessment Method/Date:
1. Advancement Services Specialist for Marketing and Scholarship Support hired by **August 31, 2015**
2. Scholarship page on College website updated and new scholarship information added by **August 31, 2015** and on-going.
3. STARS presentations to area high schools as requested and evidenced by appointments calendar by **August 31, 2015** 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 by **August 31, 2015** and on-going.
5. Recommendation of additional on-line scholarship application software for use in the dual credit and college connections scholarship programs by **August 31, 2015**.
6. STARS annual license renewed by **September 15, 2014**.
7. Scholarship program brochure designed and implemented by **August 31, 2015**.
8. Increased funding for scholarships achieved by **August 31, 2015**.
9. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2015**.
10. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2054**.
11. Number of targeted press releases and letters sent by **March 1, 2015**.

President/Effectiveness

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; to target the Key Performance Indicators of Accountability benchmarks for Percent of 12 County Service Area High School Graduates who go to College, and Financial Aid

| **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.

Admissions, Records, and Financial Aid

Admissions

Objective #1: Use SENSE and CCSSE data to increase survey driven scores for Admissions
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes for improvement
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: Time and Effort
Assessment Method/Date: Review completed upon completion of surveys and receipt of results / CCSSE August and SENSE April

Objective #2 : Compliance with SACS COC Comprehensive Standard 3.4 All Educational Programs 3.4.3
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: The institution publishes admissions policies that are consistent with its mission. (Admissions Policies) (3,.4.3)
Actions: Review Admissions Policies annually with VC Admissions Committee for consistency with the College mission
Resources and Approximate $: Institutional Improvement: Time and Effort
Assessment Method/Date: Admission Committee meeting minutes   **Date:**   March 1

Financial Aid

Objective #1: 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 CCSSE 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 $: Time and Effort Institutional Improvement
Assessment Method/Date: Review completed upon completion of surveys and receipt of results CCSSE Aug / SENSE April

Objective #2: Compliance with SACS COC Section 4: Federal Requirements 4.7
Responsibility: Dean of Admissions and Financial Aid/Registrar and Director of Financial Aid

Statement of Need: The institution is in compliance with its program responsibilities under Title IV of the most recent *Higher Education* Act as amended. (In reviewing the institution's compliance with these program responsibilities, the Commission relies on documentation forwarded to it by the U.S. Department of Education.) (Title IV program responsibilities) (SACS 4.7) Staff development through professional financial aid organizations and conferences to achieve compliance
Actions: Attend annual DOE conference and other professional development opportunities
Resources and Approximate $: Institutional Improvement: Travel budget of approximately $2,000
Assessment Method/Date: Unqualified audit with no management letter notations or findings / January

Records

Objective #1: Use SENSE and CCSSE data to increase survey driven scores for records and registration
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
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: Time and Effort
Assessment Method/Date: Review completed upon completion of SENSE and CCSSE surveys and receipt of results CCSSE Aug / SENSE April

Objective # 2: Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.2
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: The institution protects the security, confidentiality, and integrity of student records and maintains security measures to protect and back up data. (Student records) (3.9.2)
Actions: Monitor student record access allowed through the College's software system and compliance with FERPA
Resources and Approximate $: Institutional Improvement: Time and Effort
Assessment Method/Date: Annual email communication with IT POISE administrator **Date:** March 1

Instructional Services

Objective #2 : Continue to enhance Program & Discipline Evaluation instruments and Institutional Effectiveness plans
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Director of Institutional Effectiveness, Division Chairs, Directors, and Coordinators.
Statement of Need: Institutional Effectiveness, THECB, and SACSCOC requirements

Actions:
1. Review Program & Discipline Evaluation instruments and Institutional Effectiveness plans and revise as needed.
Resources and Approximate $: None <mark>- Institutional Improvement</mark>
Assessment Method/Date: Presentation of evaluations & plans to College Effectiveness committee   **Date:** February 1, 2015

Office of the President

Human Resources

Objective # 1: Review/update policies in Employee Handbook.
Responsibility: HR Director and Employee Handbook Committee
Statement of Need: to ensure ongoing compliance with state/federal rules and regulations, benefits updates, and policies and procedures
Actions:
1. Employee Handbook Committee will review for policies that need to be updated or amended on an annual basis through committee meetings and follow up.
2. Policies will be researched.
3. Update/amend policies.
4. Seek appropriate approvals.
5. Employee Handbook updated online.
6. Employee Notifications sent out via email.
Resources and Approximate $: <mark>Institutional Improvement</mark>
Assessment Method/Date: Updated Employee Handbook online by August 2015

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.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet expected SACS COC compliance criteria and to ensure that all stakeholders have a clear understanding
Actions:
1. To annually review mission documents in meetings
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced agendas, minutes and meeting notes   **Date:** December 2013

Objective #2: The College will update and adhere to KPIA benchmarks, 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; to target KPIA benchmark Budget Revenue and Expenditure
Actions:
1. Monitor, update and ensure the adherence to assessment, planning and budgeting cycle calendars 2. Review and update KPIA data and benchmarks
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by calendars and 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 COC 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 4. Explore and recommend software technology to facilitate college wide planning, program review and assessment
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, software recommendation by August 1

Objective #5: The College will complete an institutional self-study to ensure ongoing SACS COC compliance.
Responsibility: President, Director of Institutional Effectiveness and Administrative Team
Statement of Need: To meet expected SACS COC 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 COC compliance criteria and update policies, practices, processes and procedures as necessary 2. Utilize software technology to increase efficiency of completion and submission of SACS COC Fifth Year Interim Report
Resources and Approximate $: ==Institutional Improvement==, no $
Assessment Method/Date: Completion of institutional self-study by August 1

Objective #6: The College will review and update the responsibilities and members of standing committees.
Responsibility: President and Administrative Team
Statement of Need: To ensure appropriate, effective and efficient representation and charge to committees for the entire strategic planning and assessment process
Actions: 1. Review and update standing committee membership, purpose and responsibilities
Resources and Approximate $: ==Institutional Improvement==, no $
Assessment Method/Date: Revised standing committees by July 1

Quality Enhancement – Division of Institutional Effectiveness

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. Key Performance Indicators of Accountability (KPIA) assessment information needed for institutional accountability.
Actions: 1. Administer the Community College Survey of Student Engagement (CCSSE). Analyze the CCSSE data and information to prepare and present results and findings. 2. Distribute the results and findings from the CCSSE (Community College Survey of Student Engagement), CCFSSE (Community College Faculty Survey of Student Engagement), and Survey of Entering Student Engagement (SENSE), to faculty and staff through email, professional development meetings, and Blackboard. 3. Distribute the results and findings from the SENSE, CCSSE, and CCFSSE to students through email, student organization or focus group meetings, and campus TV monitors. 4. Distribute the results and findings from other assessments; such as End of Year QERI Survey, Technology Committee Feasibility Reviews, and Professional Development; as needed.

Resources and Approximate $:   ==Institutional Improvement==: Funding for CCSSE & CCFSSE Survey: $ 5,550 (Base Fee) - $1,110 (20% package discount) + $1,000 (CCFSSE) TOTAL: $5,440
Assessment Method/Date: 1. Survey administration completion. April 2015   Survey results for CCSSE shared with each component of the college by April 2015 (& Fall 2015) - dates, agendas, and participation.   2. Dates, agendas, and participation. July 2015

Student Services

Objective #1: Provide a budget of time, materials, and postage to meet current mass mailing directives.
Responsibility: Director of Student Relations
Statement of Need: As directed by the Vernon College President, the Director of Student Relations has embarked on a mailing campaign to target specific groups of potential students. As the specific target groups have been created our mailings have increased dramatically. To better budget time, materials, and postage we will closely monitor the initial complete year of mailings and provide a detailed report.
Actions: 1. Evaluate records of all mass mailing recruitment letters to create a supply and cost projection for future years.
Resources and Approximate $: (Facilities, ==Institutional Improvement==, Personnel, Technology) time and documentation of student services staff
Assessment Method/Date: Report presented to the Dean of Student Services in June of each year. **Date:**