Institutional Improvement

Vernon College Annual Action Plan 2015-2016

By Priority Initiative

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

Admissions, Records and Financial Aid

Objective #1 :   Provide easy access to Admissions services for prospective students to assist and facilitate recruitment efforts
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: Simplification of the Admission process and subsequent enrollment procedures is required to increase student enrollment
Actions: 1. Increase communication between period from application to student enrollment 2. Work with recruiting to streamline the migration process from prospect to applicant and enrollment 3. Participation in recruitment activities for both regular students and dual credit 4. Explore use of "Chaps TV" for admissions instructional videos on Apply Texas, residency questions, dual credit, and Campus Connect
Resources and Approximate $:   Institutional Improvement
Assessment Method: IPEDS 12-Month Enrollment Numbers   **Date:** November

Objective #2 :   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. Refinement 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 5. Explore use of "Chaps TV" for student success videos on attendance, withdraw, services, academic standards, etc.
Resources and Approximate $:   Institutional Improvement
Assessment Method: Student retention as measured by Fall to Spring enrollments (THECB 001s)   **Date:** April 15

Objective #3 : 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. Number of students signed up for "texting" and number sent. / July

Objective #4 : 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 3. Research use of electronic forms to improve services for students and streamline application process
Resources and Approximate $: Institutional Improvement
Assessment Method/Date: Amount of aid awarded per FISAP and CB Financial Aid reports. Reported as KPIA / November

Instructional Services

Objective #1: Actively engage Instructional Services in promoting and 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 Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins Data, and Closing the Gaps initiatives.
Actions: 1. Support and expand participation in GenTX Day which targets service area high school students. 2. Support and expand opportunities for targeted recruitment of Hispanic students (Café con Leche). 3. Support recruiting activities targeting nontraditional students in gender biased programs.

4. Expand program specific recruiting to targeted populations.
Resources and Approximate $: $2000 - **Institutional Improvement**
Assessment Method: Attendance rosters, VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins data **Date:** August 1, 2016

Objective #2: Promote the availability of College credit from non-traditional education.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Personal observation

Actions:
1. Review the current policies and procedures associated with the awarding of credit for various forms of non-traditional education, including
   a) Military experience/training
   b) Advanced Technical Credit (ATC)
   c) Articulated Credit
   d) College Level Examination Program (CLEP)
   e) Advanced Placement (AP)
   f) International Baccalaureate Organization (IBO)
   g) ACT scores/SAT scores
2. Ensure policies and procedures are appropriate and in line with commonly accepted practices within higher education.
3. Publicize policies and procedures in College catalog as well as in recruiting materials and at recruiting events.

Resources and Approximate $: None - **Institutional Improvement**
Assessment Method: VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Academic Council Minutes **Date:** March 1, 2016

Objective #3: Increase retention rate through proactive interventions.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: VC Enrollment KPIA and Closing the Gaps initiatives.

Actions:
1. Create workshops and/or services which address "life skills" for a diverse student population.
2. Investigate peer mentoring programs within departments.
3. Promote Proactive Assistance for Student Success (PASS) Department through
   a) Promotion of Tutoring Centers through expansion of "Welcome Back Fiesta" to the Vernon campus and the continuation of "help desk" at Century City Center.
   b) Expansion of New Beginnings Program through solicitation of additional external funding.

4.	Investigate ways to make student progress more "visible" through enhanced tools within The VC portal such as degree audits, digital dashboard/gradebook, etc.

Resources and Approximate $: $? - **Institutional Improvement**

Assessment Method: VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA,

Date: August 1, 2016

Objective #4: Increase enrollment on the Vernon campus.

Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services,

Statement of Need: Vernon Enrollment task Force, enrollment trends, and Closing the Gaps initiatives.

Actions:

1. Investigate potential partnerships with other institutions of higher education to provide the Vernon community with access to programs and facilities currently unavailable at Vernon College.

Resources and Approximate $: None - **Institutional Improvement**

Assessment Method: VC Enrollment KPIA, discussions with and recommendation to the President.

Date: August 1, 2016

Office of the President

Institutional Advancement

Objective #1:   Enhance recruiting and marketing efforts to increase enrollment at Vernon College. Individuals who achieve an Associate Degree, Certificate or take their basic academic courses at Vernon College and successfully transfer to complete a four-year degree and/or graduate degree improve not only their own life and earning power but also the community in which they reside as part of the educated workforce.

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

Statement of Need: Increased enrollment is critical to the economic health of Vernon College.

Actions:

1. Increase enrollment 2% over fall 2014 enrollment as reported.
2. Develop a strong set of engaging events welcoming all age groups to showcase Vernon College programs and to provide prospective students with all needed information about Vernon College departments to assist with their decision to attend the College. Events such as, but not limited to, Career Pathways (formerly known as Search My Future), GenTX Day, and Sophomore Roundup.
3. Explore other possible event opportunities such as GenTX Week for high school seniors and events specific to the Vernon campus.
4. Showcase Vernon College to prospective students and community groups: conduct tours at the three main locations; identify all locations on the website through updated pictures/slideshows; develop a student group to assist with tour groups because prospective students relate more easily with individuals of a similar age; create a binder of information for all tour leaders.

5. Implement recruiting/marketing activities specifically for the Vernon campus to increase enrollment. Host events on the Vernon campus to showcase Vernon College programs and provide prospective students with all needed information such as, but not limited to: 4H Leadership Academy, Area IV FFA Convention; alumni affinity reunions; highlight the Vernon campus in recruiting communications sent to prospective students.

6. Develop and implement a strategic plan for recruiting minority and male students to more aggressively recruit these populations and help find ways to overcome real or perceived barriers to a Vernon College education. Contact other institutions with a higher percentage of male populations to determine best practices. Participate in events such as Calle Ocho, Café con Leche, Martin Luther King Breakfast, Hispanic Education Summit as a Vernon College representative.

7. Participate in Project Back to School in August with a Vernon College table.

8. Develop and implement a strategic plan for recruiting other special populations and providing community outreach such as, but not limited to: Veterans; GED presentations at Region 9; Straight Street; Boys and Girls Clubs; Faith Refuge.

9. Represent Vernon College to prospective students at College and Career Fairs throughout our service area and targeted areas in Oklahoma. Evaluate at the end of the "season" the results gained by attending "closer to home" recruiting activities.

10. Develop a set of recruiting materials to include a viewbook and checklist. Provide the viewbook and checklist in Spanish to aid in recruiting the Hispanic population.

11. Create a larger presence in the service area high schools by: conducting presentations about Vernon College, college in general and the need to continue education beyond high school, and scholarships; sending Vernon College materials to all service area high school students; visiting each service area high school at least twice during the year as outlined in the Recruiting strategic plan; continue to develop relationships with each service area high school and counselor(s) – to be their liaison and point of contact.

12. Develop and implement a strategic communications plan to prospective students to include, but not limited to, postcards, emails, text messages, and social media.

13. Work closely with the Vernon College program coordinators to recruit students into their programs.

14. Establish a call center to follow-up with prospective students interested in attending Vernon College to assist them with completing all the necessary steps prior to actual enrollment.

15. Establish a live chat component on the Vernon College website to assist prospective students with completing all the necessary steps prior to actual enrollment.

16. Working with RunBiz and the Coordinator of Marketing and Alumni Relations, personalize the Vernon College website for each individual's technology tools to assist prospective students with completing the necessary steps to actual enrollment. The result would be that the individual would receive a personalized checklist of application and admissions steps necessary to enroll in their chosen program.

17. As a recruiting tool, explore alternative and best practices to communicate with prospective students outside of normal business hours.

18. Continue membership in NCMPR, NCC, OCP, and TACRAO.

19. Attend the NCMPR Regional and Annual Conferences and the TACRAO Annual Conference.

20. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions. This will include, but not be limited to, posting on the Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)

1. **Institutional Improvement:** Recruiting materials in English and Spanish -- $11,500; Travel to College and Career Fairs, high school visits -- $6,000; Attend the NCMPR Regional and Annual Conferences and the TACRAO Annual Conference -- $5,000; Membership dues in NCMPR, NCC and OCP -- $1,500; Go to College Fairs scanner and data reports – 1 yr. lease -- $2,500; recruiting supplies and counselors' materials and gifts -- $10,000.

2. **Personnel:** Advancement Specialist Assistant– Marketing/Recruiting -- $22,000 - $28,000

3. **Technology:** upgraded printer for handling high volume recruiting communications at Century City Office -- $1,300

Assessment Method/Date: Date:

1. Increase enrollment by 2% over Fall 2014 by **August 31, 2016**.
2. Recruiting events held by **August 31, 2016 and ongoing.**
3. Recruiting/marketing events held on the Vernon campus by **August 31, 2016 and ongoing.**
4. Strategic plan for recruiting minority and male students developed and ready for implementation by **August 31, 2016.**
5. Participation as Vernon College representative in community events such as, but not limited to, Calle Ocho, Café con Leche, Martin Luther King, Jr. Breakfast, Hispanic Education Summit by **August 31, 2016 and ongoing**.
6. Participate in Project Back to School by **August 31, 2016.**
7. Strategic plan for recruiting special populations developed and ready for implementation by **August 31, 2016.**
8. Community programs presented by **August 31, 2016 and ongoing.**
9. Represent Vernon College at College and Career Fairs throughout our service area and in targeted areas in Oklahoma by **August 31, 2016**.
10. Recruiting materials for 2016-2017 developed and ready for implementation by **August 31, 2016**.
11. High schools visits and presentations throughout the service area by **August 31, 2016**.
12. Strategic Communications plan developed and ready for implementation by **August 31, 2016**.
13. Prospective student call center established and piloted by **August 31, 2016**.
14. Live chat component established on the Vernon College website by **August 31, 2016.**
15. Alternative and best practices for afterhours communication report completed by **August 31, 2016**.
16. Attend NCMPR Regional and Annual Conferences and TACRAO Annual Conference by **August 31, 2016**.
18. New hire in place by **August 31, 2016**.

Objective #2 : Continue to increase scholarship availability for Vernon College students

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

Statement of Need: Financial difficulties can be a barrier to students 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;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012*. Since implementation of the STARS (Scholarship Tracking and On-Line Review System) On-Line Scholarship Applications for non-dual credit scholarships, applications have continued to increase: 177% in year 1; 197% in year 2; 217% in year 3; and 225% in year 4. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that are open to our students to continue their college careers once they leave Vernon College. Furthermore, students must have an identified office to go to and identified person(s) to speak with for help with scholarships applications or more information. The 2013 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. Increase Alumni awareness of the need for scholarship funds through the Ex-Students E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific affinity groups during 2015-2016.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Continue to 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. 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. Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra, Throckmorton, and WFISD College Connections Scholarship Programs.
8. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students. Also continue outreach to Home School Students.
9. Work with the Early College Start Coordinator and the Advancement Specialist - Recruiting 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. In January and February review student application progress on a weekly basis. With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
13. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool. Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with the donors of building scholarship to achieve funding resolution.
15. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.
16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for "orphan" scholarship funds in the College endowment pool.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)
1. **Institutional Improvement:** Scholarship marketing tool -- $3,500
2. **Technology:** STARS Annual Software License Renewal -- $8,500

Assessment Method/Date: **Date:**
1. Scholarship page on College website updated and new scholarship information added by **August 31, 2016 and on-going**.
2. STARS presentations to area high schools as requested and evidenced by appointments calendar by **August 31, 2016 and on-going**.
3. 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, 2016 and on-going**.
4. STARS annual license renewed by **September 30, 2015**.
5. Scholarship marketing tool designed and implemented by **August 31, 2016** and number of targeted press releases and letters sent by **March 1, 2016**.

6. Increased funding for scholarships achieved by **August 31, 2016**.
7. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2016**.
8. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2016**.
9. Building scholarships resolved by **August 31, 2016 and on-going**.
10. Transfer policy developed and approved by **December 2015**.

Objective #3: Participate in and continue to implement the recommendations of the Integrated Marketing/Recruiting Task Force Report and new recommendations development by 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 Specialist-Recruiting

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 was 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 marketing, recruiting and enrollment management practices.

Actions:
1. 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
2. Consistently monitor the Integrated Marketing/Recruiting Plan to ensure participation and action of responsible parties and/or departments and 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.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Continuously review current policies, procedures, processes, practices, timelines, and functions and 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. Assist the Advancement Specialist – Recruiting and Early College Start Coordinator with school group requests as needed and coordinate and manage all other group tour/campus visit requests.
9. Create a training program and contact list of all College employees who are willing and available to help with tours, presentations, training, etc.
10. Continue the STARS Scholarship program and continue to enhance the scholarship website.

11. Develop social media policies and guidelines for Facebook and Twitter and other social media programs.
12. Create a general FAQ document by merging various FAQ documents previously published by some departments and post prominently on the College website and review annually.
13. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented; to ensure cohesiveness; develop and share best practices for the site; and recommended policies and guidelines.
14. Review existing marketing policies and develop new policies as needed including a graphic standards policy.
15. Develop and implement a strategic plan for recruiting minority and male students.
16. Create videos and testimonials, "Why attend Vernon College," for posting to the web site.
17. Continue Marketing/Recruiting events such as, but not limited to: Career Pathways for recruiting CTE prospective students; GenTX Day in the spring in coordination with Region 9; GenTX Week in the fall; Sophomore Round-up; Project Back to School.
18. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
19. Replace the Xerox Phaser 7400DT printer which is more than 10 years old with a new Xerox Phaser 7500DT printer which is more efficient, high capacity model in the Office of Institutional Advancement on the Vernon Campus.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)

1. **Institutional Improvement:** Crane West marketing firm for advertising, printing, social media advertising -- $70,000; Maintain Vernon College give-away items -- $20,000; Polo shirts for new employees as needed -- $1,000; Career Pathways (formerly Search My Future) CTE marketing/recruiting event -- $12,000; GenTX Week and GenTX Day -- $15,000; Sophomore Roundup -- $5,000. 2. **Technology:** new Xerox Phaser 7500DT printer (RunBiz quote): $4,710; Renew annual STARS Software License – $8,500

Assessment Method/Date: Date:

1. Monthly meetings of the Integrated Marketing/Recruiting Committee and mid-year and annual reports filed. **January 2016 mid-year report and August 31, 2016 annual report.**
2. Giveaways for all college activities on-going management through the Office of Institutional Advancement by **August 31, 2016 and on-going**.
3. Maintain the College Connections and Catching the Future dual credit scholarship programs by **August 31, 2016 and on-going**.
4. Maintain relationship with Marketing Consultant by **August 31, 2016 and on-going**.
5. Annual website review by **August 31, 2016 and on-going**.
6. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by **August 31, 2016 and on-going**.
7. Career Pathways strategic plan implemented by **April 30, 2016 and on-going**.
8. Implement GenTX Week by **December 31, 2015** and GenTX Day annual event by **May 31, 2016 and on-going**, Sophomore Roundup annual event by **August 31, 2016 and on-going**.
9. New Xerox Phaser 7500DT printer in place in Institutional Advancement Office in Vernon by **December 2015**.

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 included as part of the President's Institutional Priorities List 2. Monitor KPIA benchmark data 3. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing/Recruiting Committee Plan 4. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by meeting notes, annual action plans, KPIA data 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 approved plan from the Integrated Marketing/Recruiting Committee 2. Review and implement recommendations of Student Success by the Numbers included as part of the President's Institutional Priorities List 3. Monitor KPIA benchmark data 4. Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by the Integrated Marketing/Recruiting Committee, agendas, minutes and meeting notes; and KPIA data   **Date:** July 1

Student Services

Objective #1: Make a better effort to publicize Vernon College athletic activities to draw community interest and support.

Responsibility: Vernon College Athletic Head Coaches and Assistant Athletic Director
Statement of Need: Increase attendance and community involvement at the Vernon College Athletics hosted events.
Actions: 1. Meet with marketing department to develop a marketing plan to increase event attendance and participation including television, radio, and print marketing. 2. Implement agreed to marketing plan and oversee all Student Services/Athletics related tasks.
Resources and Approximate $: Institutional Improvement - time with VC staff, additional advertising money
Assessment Method/Date: marketing meeting completed by November 10, 2015   **Date:** November 10, 2015

Objective #2:   Meet Vernon College expectations for enrollment and meet requirements for Fall 2016 Rodeo Team enrollment.
Responsibility: Vernon College Rodeo Coach
Statement of Need: Vernon College athletic teams have been provided clear expectations of team enrollments by Vernon College administration. The Vernon College rodeo team has had difficulty meeting this expectation.
Actions: 1. Meet Rodeo Team enrollment expectations with an aggressive recruiting plan by the rodeo coach seeking out potential team members who understand the need for both rodeo abilities and academic commitment.
Resources and Approximate $: Institutional Improvement - Staff time
Assessment Method/Date: Written recruiting plan approved by the Assistant Athletic Director   **Date:** October 1, 2015

Objective #3: Maintain competitive sports teams in Region V of the National Junior College Athletic Association and the Northern Texas Junior College Athletic Conference to help brand a winning tradition in all Vernon College Sports.
Responsibility: Vernon College Baseball Coach and Vernon College Softball Coach
Statement of Need: Vernon College has produced national champion rodeo teams and volleyball teams that regularly make the post season tournament with players recognized for athletic excellence. However, the baseball and recent softball teams have been unable to regularly advance in post season play.

Actions:
1. Both the baseball team and the softball team will review the past 3 year's performance and submit to Assistant Athletic Director written plans which will outline athletic changes for each of their respective teams for the 2015-2016. These written plans will include issues like:
       Practice times and plans
       Scheduling changes
       Player development
       Sport specific conditioning programs
       Utilization of assistant coaches
       Post-practice and post-game evaluations

Resources and Approximate $: Institutional Improvement - coaches time
Assessment Method/Date: Meeting and written plan submitted to the Assistant Athletic Director **Date:** September 15, 2015

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, Records and Financial Aid

Objective #1 : Increase student retention and 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 3. Increase awareness and use of Degree Audit as a pathway to completion by students and staff
Resources and Approximate $: Institutional Improvement
Assessment Method: Student success as measured by CBM 009 and 00M   **Date:** November

Objective #2 : 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: 1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative 2. Continuously maintain "Apply Texas" website information for changes
Resources and Approximate $: Institutional Improvement: Annual fee for participation in "Apply Texas" program $ 1,800 (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

Objective #3 : Maintain VC cohort student loan default rate as calculated by DOE at 15% or lower
Responsibility: Director and Assistant Director of Financial Aid and Loan Coordinator
Statement of Need: Default rate management is of primary concern for the continued participation in Title IV programs
Actions: 1. Provide documented entrance and exit loan counseling opportunities for increasing numbers of student borrowers

2. Contract with consulting firm to contact students approaching default status to explain options and consequences for increasing numbers of student borrowers
3. Explore outsourcing and automation 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 $35,000   Outsource costs of approximately $20,000
Assessment Method/Date: Cohort default rate per Department of Education   **Date:** September

Instructional Services

Objective #1: Improve success rates of students enrolled in online courses.
Responsibility: Dean of Instructional Services, Coordinator of Instructional Design & Technology, 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. Within available resources, evaluate the creation and organization of a Distance Education Department to better focus on issues relative to online learning and provide support for students and faculty engaged in the online environment.   2. Continue to review eSIR II results and work with faculty to assess the quality of online courses using the institutionally adopted Rubric for Online Instruction (ROI).   3. Initiate implementation of pre-requisite requirements (SmarterMeasure, Academic Standing, TSI status, etc.) for enrollment in online courses based on the recommendations of the Distance Education committee.
Resources and Approximate $: None – **Institutional Improvement**
Assessment Method: Publication of policies in VC Catalog and Distance Education Manual, Academic Council Minutes, Grade Distribution Reports **Date:** March 1, 2016

Objective #2: Expand availability of tutoring services.
Responsibility: PASS Department Director, Dean of Instructional Services, Division Chairs, Program Directors, Program Coordinators
Statement of Need: CCSSE results, SENSE results, VC Course Completion Success KPIA

Actions:
 1. Continue to investigate alternative methods in the delivery of tutoring services including
    a) On-line tutoring via *Blackboard Collaborate*
    b) In-class/in-lab tutoring
    c) Accessibility of tutoring services via IPad technology

2. Improve communication and collaboration between PASS Department, Tutoring Center Coordinators, Division Chairs/Program Directors, and faculty to identify and fulfill student needs with regard to tutoring services. 3. Investigate the availability of external sources of funding to fund faculty tutoring outside of their contractual obligations (weekends, nights, etc).
Resources and Approximate $: $? **- Institutional Improvement**
Assessment Method: CCSSE results, SENSE Results, VC Course Completion Success KPIA, Tutoring Center logs **Date:** August 1, 2016

Objective #3: Improve institutional promotion of and student accessibility to available community resources.
Responsibility: PASS Department Director, New Beginnings Program Coordinator
Statement of Need: QEP Project, limited institutional resources
Actions: 1. Continue to disseminate information to increase awareness of community resources available to students among VC students, faculty, and staff. 2. Make information available through a variety of online and print formats including the VC website.
Resources and Approximate $: None - **Institutional Improvement**
Assessment Method/Date: Information available in print and on the VC website **Date:** September 15, 2015

Objective #4: Continue to monitor and evaluate success of redesigned developmental education plan.
Responsibility: Division Chairs, Dean of Instructional Services, Developmental Education faculty
Statement of Need: State mandated changes, Performance Based Funding - Momentum Point component, Student Success as measured by retention & completion.
Actions: 1. Continue to monitor and review processes for student placement in developmental education courses. 2. Continue and expand current partnerships for serving students placing below developmental education cut scores. 3. Continue to review student success in developmental education and subsequent college level courses. 4. Continue to review and monitor curriculum and modalities.
Resources and Approximate $: None – **Institutional Improvement**
Assessment Method: Course success rates in developmental courses, 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, 2016

Objective #5: Monitor student feedback to ensure library hours meet the informational needs of the students served.
Responsibility: Director of Library Services, Library Staff
Statement of Need: Recent surveys collected from on-site students in Vernon and at CCC indicated that the library fell below the benchmark of 85% approval for hours of operation as stated in the library's Institutional Effectiveness Plan. When asked to evaluate library hours, **82%** of students in Vernon and **81%** at CCC indicated that the library was open sufficient hours to meet their informational needs. Although below the benchmark, the 81% approval at CCC reflected a 12% increase when compared to data collected in 2013. The increase is probably attributable to the implementation of Sunday hours of operation from 1:00 PM to 8:00 PM beginning in the fall 2013. The library noted a 4% drop in approval of library hours in Vernon, from 86% approval in 2013 to 82% in surveys collected this fall. In response, the library will monitor student feedback on library hours through surveys, usage statistics, and questionnaires.
Actions: - Monitor survey results collected in the spring 2015 for on-site students at CCC and in the fall 2015 for on-site students in Vernon.   - Distribute questionnaire to determine user preference for weekend hours on Saturday or Sunday.   - Monitor usage statistics on Sunday in Vernon and at Century City Center.
Resources and Approximate $: None - **Institutional Improvement**, time
Assessment Method/Date: On-site students at CCC and in Vernon will be surveyed in the spring 2015 and fall 2015 respectively to determine user satisfaction with library hours of operation. Additionally, a separate questionnaire regarding library hours will be distributed along with the survey instrument. The questionnaire will seek additional input regarding user preference for weekend hours on Saturday or Sunday. The library will resume monitoring of usage statistics on Sunday beginning in the spring 2015. **Date:** December 1, 2015

Objective #6: Increase student awareness of library resources and services through effective promotional strategies.
Responsibility: Director of Library Services, Library Staff
Statement of Need: An expected outcome within the library's Institutional Effectiveness Plan is to ensure student and faculty awareness of the library's resources and services. Surveys continue to indicate a need to better promote services particularly among online students. Surveys collected this fall 2014 indicate that a significant number of online students are unaware of services such as the ability to request books from the main collection in Vernon and the ability to request library assistance online via email or live chat. Surveys also indicated that 20% of those offering an opinion were unaware of the availability of databases and off campus options. In response, the library will implement strategies which more effectively promote library services.
Actions: Request that a brief video orientation to library services be shown during New Student Orientation as a means to notify online students of library resources and services.

2. Invite online instructors to post links to library information within their Blackboard course shells. Provide links to the video orientation, Library Handbook, and online flyer.
3. Coordinate with VC's Instructional Design and Technology Coordinator in posting library information as a general announcement within Blackboard.
4. Be more proactive in utilizing VC's social networking pages for promoting databases and eBooks. Develop and post video tutorials with instructions on how to access and use Learning Express Library and the Job & Career Accelerator. Also post information on how to access eBooks through the library catalog.
5. Consult with Melissa Moore, Early College Start Coordinator, for assistance in notifying dual credit instructors and students of library services.
6. In place of the information table at STC, utilize Collaborate in presenting live, online orientations as requested by STC instructors.

Resources and Approximate $: None - **Institutional Improvement**, time

Assessment Method: Surveys collected from online students in the fall 2015 will indicate an increase in awareness of library services when compared to data collected in 2014. **Date:** December 1, 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 area of scholarship support and grantsmanship.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist – Recruiting

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 alumni, 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, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. 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.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.

5. 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.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. 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.
8. 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.
9. 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.
10. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
11. Utilize consulting services in the preparation of major grant proposals as needed.
12. Replace the Xerox Phaser 7400DT printer which is more than 10 years old with a new Xerox Phaser 7500DT printer which is a more efficient, high capacity model in the Office of Institutional Advancement on the Vernon Campus.

Resources and Approximate $:
1. **Institutional Improvement**: 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. New Xerox Phaser 7500DT printer (RunBiz quote): $4,710. Implementation of on-line giving -- $5,000

Assessment Method/Date: **Date:**
1. Sustained giving by current donors as well as new donors to the College and Foundation evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by **August 31, 2016**.
2. On-line giving capability implemented by **August 31, 2016**
3. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2015**
4. 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, 2016**.
5. 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, 2016 and ongoing**.

Objective #2 :   Enhance the visibility of Vernon College and the Vernon College Foundation to educate the residents of the 12 county service area about the values of their Community College and the economic impact it makes

Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Advancement Specialist Assistant – Marketing/Recruiting; Advancement Specialist – Recruiting; 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, targeted marketing strategies, and web and social media strategies.

Actions:
1. Utilize the Vernon College website and social media effectively by researching and implementing innovative strategies for interaction and promotion.
2. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommended policies and guidelines.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. Support community events through sponsorships to provide visibility for Vernon 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. Enhance social media marketing by using Facebook ads, online advertisements and Google adwords.
10. 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.
11. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.
12. Contact area newspapers about a monthly Vernon College President's column and work with the President to prepare and submit the columns.
13. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions. This will include, but not be limited to, posting on Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to

prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.
Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology) 1. **Institutional Improvement:** Crane West marketing firm for advertising, printing, social media advertising -- $70,000; Maintain Vernon College give-away items -- $20,000; Funds to support outside sponsorships such as Calle Ocho, the Martin Luther King, Jr. Breakfast, Riverbed Nature Center Electric Critters, Wichita Falls Literacy Council Annual Spelling Bee, the Hispanic Education Summit, Leadership Wichita Falls annual visit/lunch to Vernon College, Non-Profit Center of Wichita Falls Gingerbread Jubilee, etc. -- $5,000; Attend the NCMPR Regional and Annual Conferences, TACCM Annual Conference for the Coordinator of Marketing and Alumni Relations, Advancement Specialist – Recruiting, and Advancement Specialist Assistant– Marketing/Recruiting and TACRAO for the Advancement Specialist - Recruiting -- $7,000; Professional photographic services -- $3,000; Publish the President's Annual Report -- $7,500. 2. **Personnel:** Advancement Specialist Assistant– Marketing/Recruiting -- $22,000 - $28,000

Assessment Method/Date: **Date:**
   1. Maintain relationship with Marketing Consultant by **August 31, 2016 and on-going**.
   2. Annual website review by **August 31, 2016 and on-going**.
   3. New hire in place by **August 31, 2016.**
   4. President's Annual Report disseminated by **February 2016**.
   5. Review procedures for maintaining the Vernon College website by **August 31, 2016 and ongoing.**
   6. Increase social media marketing and students' emails throughout the year by **August 31, 2016.**
   7. Target marketing strategies to promote specific scholarships to area high schools develop and in place by **August 31, 2016**

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 $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process **Date:** Ongoing annual review with summation by July 1

Objective #2: The College will continue to initiate multiple measures of student learning.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: As directed by the Vernon College Mission, CCSSE and SENSE benchmarks, and SACS 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 $: Institutional Improvement, no $
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes **Date:** Ongoing annual review with summation by July 1

Objective #3: The College will continue to develop appropriate assessment data for course and programmatic decision making.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: Utilization of results from Assessment Calendar for improvement

Actions:
  1. Support and encourage innovative, creative and consistent assessment activities
  2. President will insist that all program decisions are based on appropriate data
  3. Monitor the Assessment Calendar for completion

Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process **Date:** Ongoing annual review with summation by July 1

Objective #4: The College will develop and implement multiple assessment measures to review and improve student support services.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: As directed by the Vernon College Mission, CCSSE, and SENSE benchmarks, and SACS 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 $: Institutional Improvement, no $

Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes **Date:** Ongoing annual review with summation by July 1

Objective #5: The College will continue monitoring and implementation of approved task force recommendations (Community Involvement, Employee Friendly, Facilities, Integrated Marketing and Recruiting, Academic Advising, Student Success Class, Retention/Completion, and Vernon Campus Enrollment)
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 $: Institutional Improvement, 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) and the planning process of the second QEP, are made available to faculty and staff (may also include students, Board of Trustees, community members).
Responsibility: Criquett Lehman, Director of Quality Enhancement
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. Evaluate/Review the Professional Development Committee's program and make recommendations for inclusion of QEP Planning professional development and collaboration initiatives.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: 1. Agenda, Minutes, Committee Charge, scheduled professional development opportunities & participation. July 2016

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 $: **Institutional Improvement**: 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 2016, August 2016 2. Number of mentors who participated in NISOD Convention. June 2016 3. Number of mentors who conducted sessions, Mentor List (total number of mentors available for ongoing training). July 2016

Student Services

Objective #1: Emphasize and increase the importance of the educational endeavors of Vernon College rodeo team members and baseball players thus increasing completion and graduation.
Responsibility: Vernon College Baseball Coach and Vernon College Rodeo Coach
Statement of Need: Both the Baseball and Rodeo programs have markedly higher early alert rates than the other two athletic teams. Because Early Alerts are used by faculty to identify students who are either struggling academically or not attending regularly this shows a need for both of these teams to refocus efforts on stressing the importance of academics and necessity of completion and graduation.
Actions:

1. Review all athletic team early alert rates for the 14-15 academic year and set a reduction goal (number of early alerts expected per team per season)
2. Emphasize the importance of the student role in the term 'student athlete' by increasing study hall time, development of a peer mentoring system with sophomores and freshman, increased use of the Vernon College tutoring center, academic coaching sessions with the Vernon Student Success Coach.

Resources and Approximate $: Institutional Improvement and Personnel - time and effort of coaches as well as time with an academic success coach

Assessment Method/Date: Written plan of goals from action number 1 and implementation detailing the methods in action number 2 will be submitted to the Assistant Athletic Director   **Date:** September 15, 2015

Objective #2: Help students recognize their accomplishment of becoming TSI clear and make a more seamless transition from Student Services/Counselor advising to using the Vernon College CSA centers.

Responsibility: Vernon College Counselors

Statement of Need: Many students enter academic classwork at Vernon College and are not TSI clear. These students are advised by Vernon College Counselors to help them understand the TSI law, complete an Individual Developmental Plan, and choose/enroll in developmental classes. When a student completes developmental coursework or passes the Texas Success Initiative Assessment in all 3 areas they are then referred to the CSA center for advising. Students may take developmental classes for one semester or for several semesters. At this time, Vernon College does not specifically do anything to recognize the student's first (vital) success of becoming TSI clear. Vernon College counselors would like to acknowledge the students significant academic accomplishment of becoming TSI clear in all three areas.   Hopefully, this first positive reinforcement of completion of goals will help motivate students and increase persistence, retention and completion. This adheres to our compliance with SACSCOC criteria CR 2.10 and the role of Student Support Services.

Actions:
1. The Vernon College Counseling Office will send a letter at the end of each semester to each student who has successfully completed their TSI clear status. This letter will highlight their accomplishment in becoming TSI clear as well as encourage and explain the use of the CSA centers in future semesters.

Resources and Approximate $: Institutional Improvement - postage budget and staff time

Assessment Method/Date: At the end of each semester (December 2015, May 2016, and August 2016) letters will be sent to newly TSI clear students. A log will be kept of how many letters are sent.   **Date:** August 2016.

Objective #6 : Provide online New Student Orientation for eligible students

Responsibility: Associate Dean of Student Services, Student Success Specialist, VC Counselors

Statement of Need: Currently, all first time to Vernon College students are required to attend a one hour on site New Student Orientation. This orientation focuses on the TSI laws, how to register, as well as programs, policies and procedures of Vernon College. Student Services will identify students who would be able to complete this program online such as summer transient students, students concurrently enrolled at

another public college or university, students who reside outside 100 miles from a Vernon College campus and students who are transferring in 18 or more hours from another college or university. Students who meet eligibility requirements will be able to complete the New Student Orientation online. This adheres to our compliance with SACSCOC criteria CR 2.10 and the role of Student Support Services.

Actions:
1. Outline students who are eligible to complete orientation online
2. Develop an online orientation program using current materials and technology
3. Market and pilot online orientation

Resources and Approximate $: Institutional Improvement - staff time, it support, support from VC faculty innovation center

Assessment Method/Date: first online orientations piloted in fall 2015   **Date:** December 1, 2015

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

Instructional Services

Objective #2: Continue to refine processes for the incorporation and documentation of the six (6) THECB mandated and institutionally adopted core objectives in CTE programs.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, CTE Division Chairs, Directors, Coordinators, Faculty
Statement of Need: THECB and SACSCOC criteria
Actions: 　1. Review and revise curriculum maps as needed. 　2. Provide opportunity for documentation on Program Review instrument.
Resources and Approximate $: None **– Institutional Improvement**
Assessment Method:　Program Review instrument **Date:** August 1, 2016

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:
Develop an institutional Quality Enhancement Plan process for identifying key issues emerging from institutional assessment and focusing on learning outcomes and/or the environment supporting student learning and accomplishing the mission of Vernon College.

Admissions, Records and 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. Explore additional texting of students in order to improve communications 6. Focus group improvement of financial aid services 7. Explore creation of Financial Aid Webinar
Resources and Approximate $: Institutional Improvement: Time, Effort, and Supplies (approx. $1,250)   Technology: Texting software of $3,000
Assessment Method/Date: Improvement of CCSSE benchmarks   / 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: CCSSE results, SENSE results **Date:** August 1, 2016

Objective #2: Select and prepare pilot projects for implementation within Instructional Services relative to and within the scope of the identified focus of the institutionally selected Quality Enhancement Plan.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: SACSCOC requirement, Institutional improvement

Actions:
  1. Provide QEP committee with proposals for learner centered initiatives which should enhance student success.
  2. Participate in committee meetings and selection process.

Resources and Approximate $: None – **Institutional Improvement**
Assessment Method: QEP Committee membership and meeting minutes **Date:** August 1, 2016

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 and Director of Institutional Effectiveness
Statement of Need: To meet SACS COC compliance criteria (CR 2.12 and CS 3.3.2) and observed need from Annual Action Plans

Actions:
  1.   Monitor QEP Planning Committee actions and recommendations
  2.   Ensure adequate leadership support for the development of a QEP that meets the requirements of CR 2.12 and CS 3.3.2
  3.   Ensure adequate resource allocation decisions through budget process

Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes; QEP operational budget   **Date:** Annual with review 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 initiates the planning process for 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 initiation of a new QEP including timeline and 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 2016

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. Implement planning process for a second QEP. This includes topic proposals, 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 2016

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. Implement a process for developing a QEP that meets the requirements of CR 2.12 & CS 3.3.2.
2. Produce QEP Annual Progress Report.

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

Assessment Method/Date:
1. Annual Progress Report submitted by October 2016.

Student Services

Objective #1: Fully participate in the QEP planning process at Vernon College.

Responsibility: Dean of Student Services, Associate Dean of Student Services

Statement of Need: Vernon College is beginning the planning stages of its next QEP project that will align with our 10 year SACS COC accreditation. Although the QEP is faculty driven it must be college wide. Student Services will attend all meetings and participate in all actions

during the development, creation and implementation of this report. Student Services will also provide support, as requested, to the Director of Quality Enhancement.
Actions: 1. Attend all QEP Meetings.   2. Encourage student services staff through regularly scheduled Student Services meetings to participate in the QEP Process.
Resources and Approximate $:Institutional Improvement - time of staff
Assessment Method/Date: record of attendance at QEP meetings for the 2015-2016 year   **Date:** August 31, 2015

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

Administrative Services

Objective #1 : Send Bookstore managers to the Southwest College Bookstore Association Meeting in Fort Worth, TX
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 **Date:** October 2015

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 $: $2,000.00 - **Institutional Improvement**
Assessment Method/Date: General merchandise purchased, session handouts, meeting/session notes.   **Date:** March 2016

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. **Date:** March/April 2016

Objective #4: 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 2016

Admissions, Records and 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:
1. 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, eSIR II results, CCSSE results, SENSE 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.
      c. Online course development and instructional strategies for online learners including utilization of the institutionally adopted Rubric for Online Instruction (ROI) to assess quality of online courses.

d. Opportunities for improvement as identified by SIR II/*e*SIR II results.
    e. Development of course specific signature assignments to be used in the assessment of core objectives (general education outcomes).
    f. Use of rubrics to assess core objectives (general education outcomes) as well as CTE program outcomes.
    g. Specific instructional strategies relative to developmental learners.
    h. Use of course–embedded assessments for the assessment of program level outcomes.
2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIL, TCCIA, NTCCC, TAMU Assessment conference, LEAP Texas, etc.
3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.
4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training.
5. Expand on-line opportunities for participation by faculty and staff in both external and internal professional development activities/trainings.

Resources and Approximate $: None – **Institutional Improvement** ($ 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, 2016

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. Review any required trainings for faculty/staff.
    2. Research economical sources for training.
    3. Purchase/order/develop training.
    4. Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.

Resources and Approximate $: Institutional Improvement – Cost of materials – approx. $2750
Assessment Method/Date: Training offered online, face-to-face, etc. by August 2016

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 any benefits training and other online training offered to enhance knowledge of our current benefit offerings.
2. Participate in annual TACCHRP conference, currently servings as President of the association.
3. Participate in any other relevant professional development, including webinars as appropriate.

Resources and Approximate $: Institutional Improvement – Cost of travel, conferences, and trainings – TACCHRP $1000, Misc. training/professional development - $1000

Assessment Method/Date: Participation in conferences, trainings and professional development throughout the year; Documentation in Professional Development tracking   **Date:** by July 2016

Institutional Advancement

Objective #1: Provide professional development 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 Specialist – Recruiting, Advancement Services Specialist, Advancement Specialist Assistant – Marketing/Recruiting, Alumni Relations Specialist

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

Actions:
1. Continued membership and participation in the Council for Resource Development Federal Funding Task Force and the annual conference, NCMPR regional and annual conferences, TACCM and TACRAO and other leadership opportunities within these organizations.
2. Continued participation in relevant conferences focusing on Development/Fundraising, Grantsmanship, Alumni Relations, Marketing Recruiting, and Advancement Services.
3. Participate in at least one comprehensive grant writing conference annually.
4. Participate in online webinars relevant to Advancement positions.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)   1. **Institutional Improvement:** Attend the CRD Federal Funding Task Force and the CRD Annual Conference and TACCF Annual Conference -- $7,000. NCMPR Regional and Annual Conferences, TACCM Annual Conference, and TACRO Annual Conference -- $7,000. 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, TACCF, NCMPR, TACCM, and TACRAO -- $4,500

Assessment Method/Date: **Date:**
1. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes by **November 2015**.

2. Participate in the TACCF Annual Conference, conference notes by **August 31, 2016**.
3. Participate in the NCMPR Regional and Annual Conferences, TACCM and TACRAO Annual Conferences, conference notes by **August 31, 2016**.
4. Participate in other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services by **August 31, 2016**

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 Specialist Assistant for Marketing/Recruiting; Alumni Relations Specialist.
Statement of Need: Professional development opportunities are essential in order to learn about new strategies and techniques that will enhance employee efforts on behalf of Vernon College. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.
Actions: 1. Research grant opportunities such as the National Endowment for the Humanities Summer Institutes for 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 and TACCF 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, 2016 and on-going**. 2. Proposals written and submitted by **August 31, 2016 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 $:Institutional Improvement, no $

Assessment Method/Date: As evidenced by Service Award list and news articles **Date:** Ongoing annual review with summation by July 1

Objective #4: Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.

Responsibility: Director of Institutional Effectiveness

Statement of Need: To ensure compliance with SACS COC criteria; to adequately support research based projects; and to enhance technology related skills

Actions:
1. Participate in SACS COC preconference and conference (Houston, TX)
2. Participate in SACS COC Summer Institute (Grapevine, TX)
3. Participate in TAIR preconference and conference (San Antonio, TX)
4. POISE training/conference

5. Serve as THECB Liaison and Small College Group Representative
6. Participate as a SACS COC evaluator if selected

Resources and Approximate $: Institutional Improvement: 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 the 2016 Institute on Quality Enhancement and Accreditation (Grapevine, TX). Include members of the QEP Planning Committee and/or faculty members as appropriate. Estimate 3 total attendees.
Resources and Approximate $: **Institutional Improvement:** Staff development funding to attend conferences –SACSCOC $2,500.00 (Est.), QE Institute $2,500.00/person X 5 attendees = $12,500 (Est.); TOTAL: $15,000.00
Assessment Method/Date: Travel Expense Vouchers indicating attendance. December 2015 & May 2016

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

Admissions, Records and Financial Aid

Objective #1 : Maintain and improve student satisfaction ranking for Admissions and Records Office
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:
  1. Cross training personnel as needed proportionate with enrollment shifts and/or increases
  2. Review allocation of personnel as needed for services at campus and centers

Resources and Approximate $: Institutional Improvement
Assessment Method: Completion of CCSSE survey and receipt of results   **Date:** August

Instructional Services

Objective #1: Review organizational structure of Instructional Services divisions, departments and programs
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, and Coordinators
Statement of Need: Recent enrollment declines combined with retirements of key personnel warrant review of current structure and allocation of human resources.

Actions:
  1. Review administrative structure of Instructional Services including positions and associated job descriptions/duties and responsibilities and propose potential changes to the administrative team and President.
  2. Review organizational structure of instructional service departments including:
    a) Continuing Education Department
    b) Proactive Assistance for Student Success (PASS) Department
    c) Library Services Department
    d) Distance Education
  3. Review organizational structure of Instructional Divisions and Programs including current administrative, administrative support, and faculty positions in the following areas:
    a) Division of Communications
    b) Division of Mathematics & Science
    c) Division of Social & Behavioral Sciences
    d) Division of Information & Technology

e) Allied Health Division
i. Associate Degree Nursing Department
ii. Licensed Vocational Nursing Department
iii. Emergency Medical Services Program
iv. Pharmacy Technician Program
v. Surgical Technology Program
vi. Health Information Management Program
f) Cosmetology Department
Resources and Approximate $: None - **Institutional Improvement**
Assessment Method: Organizational Chart **Date:** September 15, 2015

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. Once the search committee has made their interview choices, set up and make arrangements for interviews; facilitate interviews.
6. Complete paperwork and get President's approval for chosen candidate.
7. Notify all candidates of decision.
8. Notify the Board of Trustees of selection.
9. New Employee paperwork/orientation.
Resources and Approximate $: Institutional Improvement – Cost of advertising – Budget is approx. $8,000
Assessment Method/Date: All required documentation for position postings, application files, interview notes and offer forms. – Ongoing throughout 2015-2016 as needed **Date:** and by August 31, 2016

Objective # 2: Develop an efficient online Onboarding for new employees.
Responsibility: HR Director, HR staff and task force
Statement of Need: to create an easy and efficient flow of paperwork and training for new employees
Actions:

1. Research efficient and affordable sources of online forms.
2. Work with RunBiz to improve HR webpage to offer online forms and trainings.
3. Once program is acquired, develop needed online forms for new employees.

Resources and Approximate $: Institutional Improvement – Cost of program for online forms – ???

Assessment Method/Date: Online forms and trainings on HR webpage for new employees – by August 2016

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
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, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. 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.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. 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.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. 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.

8. 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.

9. 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.

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

11. 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.

12. Participate in the TACCF Annual Conference.

13. 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.

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

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

16. 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.

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

18. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.

19. Add a staff position **Alumni Relations Specialist** to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)

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; attend the CRD

Federal Funding Task Force and the CRD Annual Conference and TACCF Annual Conference -- $7,000. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $5,000. Quarterly e-newsletter to alumni -- $4,000

2. **Personnel:** Alumni Relations Specialist -- $22,000 - $28,000;
3. **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 -- $8,500. Implementation of on-line giving -- $5,000. 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: **Date:**

1. New hire **Alumni Relations Specialist** in place by **August 31, 2016**.
2. On-line giving capability implemented by **August 31, 2016.**
3. 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, 2016**.
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2015.**
5. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2016**.
6. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2016**.
7. 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, 2016.**
8. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2016 and on-going.**
9. 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, 2016 .**
10. 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, 2016**.
11. 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, 2016**.
12. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2015**.
13. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2016**.
14. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2016**.
15. Annual software licenses/maintenance contracts renewed by **August 31, 2016**.

16. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2016 and on-going**.
17. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2016 and on-going.**
18. Old giving records project completed by **December 2015**.

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

Objective #5: The College will continue to initiate processes for review of technology 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 $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by meeting notes, pilot compensation forms and approved purchase requisitions **Date:** Ongoing annual review with summation by July 1

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. Implement the Technology Request Process as determined and approved by the Technology Committee.
    2. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.
    3. 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.
    4. Provide training opportunities and technical support through the pilot mentor program and the online VC Innovation Center in Blackboard.
    5. Administer satisfaction survey during the academic year.

Resources and Approximate $: **Institutional Improvement:** no $ **Technology:** TOTAL: $27,362.56 Blackboard Collaborate License - $24,200.00

4 Camtasia Software License Upgrades – $570.56 [$142.64 ($134.25 + $8.39 Maintenance) X 4 Computers (1/2 QERI Laptops)]
2 Survey Monkey License Renewal - $600.00
Qwizdom QVR Response App (Clickers) – $1,992.00 ($498.00/year per user X 4 users)
Assessment Method/Date:
1. Feasibility Reviews, Agendas, Minutes, Approved Budget. August 2016
2. Quality Enhancement Resource Inventory log. December 2015 & May 2016
3. Provide results from satisfaction survey. July 2016

Student Services

Objective #1 : Provide needed security coverage at all Vernon College sites
Responsibility: Dean of Student Services/Athletic Director, Vernon College Chief of Police
Statement of Need: Vernon College must maintain adequate security coverage at each of its 3 main instructional sites – Vernon Campus, Century City Center, and the Skills Training Center. Vernon College has 2 full time officers. The additional time officers are needed is covered by contracted security guards. To assure that this contracted labor is available in future years the Vernon College police would like to permanently fund the budget line that allocates monies for this task.
Actions:
1. Identify total amount of dollars spent on security guards the last three years.
2. Using the numbers above in #1, project a total amount needed for the 2015-2016 year
3. Fund a security guard budget line with the dollars needed
Resources and Approximate $: Institutional Improvement, Personnel – permanent, dedicated budgetary funding in a separate line
Assessment Method/Date: Dollar amount requested through email and funded   **Date:** September 15, 2015

Objective # 2:   Provide current state of the art athletic facilities for all Vernon College athletic teams
Responsibility: Dean of Student Services/Athletic Director, Assistant Athletic Director, Softball Coach
Statement of Need: The Vernon College Wade Kirk Softball field is in need of renovation. In previous years the Baseball field and the rodeo facilities have both undergone extensive updates and enlargement. The softball field, field house, and bleachers all are in need of the same modernization.
Actions:
1. Softball Coach will develop a written, prioritized list of all needed renovations and any needed new features to be submitted to the Vernon College facilities plan
2. Softball Coach will submit this written, prioritized list to the Dean of Student Services/Athletic Director
Resources and Approximate $: Facilities and Institutional Improvement - time of staff
Assessment Method/Date: Written, prioritized list submitted to Dean of Student Services/Athletic Director   **Date:** September 15, 2015

Objective # 3: Provide current state of the art athletic facilities for all Vernon College athletic teams	
Responsibility: Dean of Student Services/Athletic Director, Assistant Athletic Director, Volleyball Coach	
Statement of Need: The Vernon College volleyball team does not have their own designated locker room or meeting areas. There are also no other meeting rooms in the King Gymnasium. The first step in addressing this is to develop a list of needs to be addressed and submit these needs to the Vernon College facilities plan.	
Actions: 1. Volleyball Coach will develop a written, prioritized list of all needed additions to the King Gymnasium locker rooms and meeting rooms to be submitted to the Vernon College facilities plan 2. Volleyball Coach will submit this written, prioritized list to the Dean of Student Services/Athletic Director	
Resources and Approximate $: Facilities and Institutional Improvement - time of staff	
Assessment Method/Date: Written, prioritized list submitted to Dean of Student Services/Athletic Director **Date:** September 15, 2015	

Priority Initiative #7:
Enhance the technological 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 $: Institutional Improvement, 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 $: Institutional Improvement, 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 originally 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. Implement a Technology Request Process to ensure communication across departments, appropriate timeline for project completion, and availability of training and support.
  4. Provide technical and operational support at Board of Trustees meetings.

Resources and Approximate $: Institutional Improvement, no $; Technology, no $
Assessment Method/Date: 1. Committee Charge, Agendas, Minutes, QERI Log (Board of Trustees support). July/August 2016

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
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, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. 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.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. 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.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. 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.
8. 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.

9. 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.
10. Continue to build support for the Vernon College Foundation Annual Auction.
11. 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.
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 $: (Facilities, Institutional Improvement, Personnel, Technology)
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; attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $7,000. 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 -- $8,500. On-line giving tool -- $5,000. 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: **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, 2016**.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2015**
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2016**.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2016**.

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, 2016**.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2016 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, 2016**.
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, 2016**.
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, 2016**.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2015**.
11. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2016**.
12. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2016**.
13. Annual software licenses/maintenance contracts renewed by **August 31, 2016**.
14. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2016 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; Alumni Relations Specialist; Director of Institutional Advancement/Executive Director, Vernon College Foundation	
Statement of Need: Vernon College needs a strong alumni base to support its marketing, philanthropic support, and recruiting efforts.	

Actions:
1. Create a culture of ownership among alumni/ex-students in support of Vernon College.
2. Research old student files in POISE, microfilm, other archival and public records to add the relevant information to the Raiser's Edge (RE) database using Prospect Research best practice methodologies.
3. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.
4. Utilize social networking media and other technological tools 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. Continue an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Mail Chimp.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations and proposed Alumni Relations Specialist to attend alumni training programs.
10. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.
11. Add a staff position **Alumni Relations Specialist** to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.
12. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2016 and on-going.**

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 and proposed Alumni Relations Specialist in alumni training programs -- $4,500.
Monthly e-newsletter to alumni -- $3,050
2. **Personnel:** Alumni Relations Specialist -- $22,000 - $28,000
3. **Technology:** Alumni specific E-newsletter on a monthly basis using Mail Chimp -- $3,500.

Assessment Method/Date:
1. New hire by **August 31, 2016.**
2. Increased number of current alumni addresses, email and telephone numbers added to the RE database by **August 31, 2016 and on-going**.
3. Once added to RE, add alumni information to each record by **August 31, 2016 and on-going**.
4. 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, 2016**.
5. Monthly Alumni E-Newsletter implemented with subscripting growth once new information is added by **August 31, 2016 and on-going**.
6. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by **August 31, 2016.**

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 values of their Community College and the economic impact it makes
Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Advancement Specialist Assistant – Marketing/Recruiting; Advancement Specialist – Recruiting; 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, printed marketing tools, targeted marketing strategies, and web and social media strategies.
Actions:

Actions:

1. Utilize the Vernon College website and social media effectively by research and implementing innovative strategies for interaction and promotion.
2. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. Support those community events through sponsorships the provide visibility for Vernon 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. Enhance social media marketing by using Facebook ads, online advertisements and Google adwords.
10. 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.
11. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administration.
12. Contact area newspapers about a monthly Vernon College President's column.
13. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to: assist in daily social media functions. Post on Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

Resources and Approximate $:
1. **Institutional Improvement:** Crane West marketing firm for advertising, printing, social media advertising -- $70,000; Maintain Vernon College give-away items -- $20,000; Funds to support outside sponsorships -- $5,000; Attend the NCMPR Regional and Annual Conferences, TACCM Annual Conference for the Coordinator of Marketing and Alumni Relations, Advancement Specialist – Recruiting, and Advancement Specialist Assistant– Marketing/Recruiting and TACRO for the Advancement Specialist - Recruiting -- $7,000; Professional photographic services -- $7,000; Publish the President's Annual Report -- $7,500.
2. **Personnel:** Advancement Specialist Assistant– Marketing/Recruiting -- $22,000 - $28,000

Assessment Method/Date:
1. Maintain relation with Marketing Consultant by **August 31, 2016 and on-going**.
2. Annual website review by **August 31, 2016 and on-going**.
3. New hire in place by **August 31, 2016.**
4. President's Annual Report disseminated by **February 2016**.
5. Review procedures for maintaining the Vernon College website by **August 31, 2016 and ongoing.**
6. Increase social media marketing and students' emails throughout the year by **August 31, 2016.**

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
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;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012*. Since implementation of the STARS (Scholarship Tracking and On-Line Review System) On-Line Scholarship Applications for non-dual credit scholarships, applications have continued to increase: 177% in year 1; 197% in year 2; 217% in year 3; and 225% in year 4. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that are open to our students to continue their college careers once they leave Vernon College. Furthermore, students must have an identified office to go to and identified person(s) to speak with for help with scholarships applications or more information.   The 2013 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. Increase Alumni awareness of the need for scholarship funds through the Ex-Student E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific groups in 2015-2016.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Continue to 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. 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. Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra, Throckmorton, and WFISD College Connections Scholarship Programs.
8. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students. Also continue outreach to Home School Students.
9. Work with the Early College Start Coordinator and the Advancement Specialist - Recruiting 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. In January and February review student application progress on a weekly basis. With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
13. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool. Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with donors of building scholarships to achieve funding resolution.
15. Work with donors whose endowed scholarships reside in the College endowment to transfer those to the Foundation endowment to maximize earning potential.

16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for "orphan" scholarship funds in the College endowment pool.
Resources and Approximate $:   1. **Institutional Improvement:** Scholarship marketing tool -- $3,500   2. **Technology:** STARS Annual Software License Renewal -- $8,500
Assessment Method/Date: 1. Scholarship page on College website updated and new scholarship information added by **August 31, 2016** and on-going.   2. STARS presentations to area high schools as requested and evidenced by appointments calendar by **August 31, 2016** and on-going.   3. 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, 2016** and on-going.   4. STARS annual license renewed by **September 30, 2015**.   5. Scholarship marketing tool designed and implemented by **August 31, 2016** and number of targeted press releases and letters sent by **March 1, 2016**.   6. Increased funding for scholarships achieved by **August 31, 2016**.   7. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2016**.   8. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2016**.   9. Building scholarships resolved by **August 31, 2016 and on-going**.   10. Transfer policy developed and approved by **December 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. Direct review of fund raising activities
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: Philanthropic reports, departmental recommendations, institutional scholarship dollars awarded   **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. Ensure appropriate software updates 2. Review external fund raising processes
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced through budget, gift income recorded and segmented mailings   **Date:** July 1

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

Admissions, Records and Financial Aid

Objective #1 : Use SENSE and CCSSE data to increase survey driven scores for Admissions and Records Office
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: 1. Review CCSSE and SENSE data to identify high performing schools in Admissions. Review those high performing schools processes, policies, procedures, practices, and programs   2. Continued improvement to the registration process   3. 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   4. Analyze outsourcing of transcript request and processing services (Credentials Solutions) for service improvement and accessibility   5. Analyze use of "Live Forms" software for use in Admissions and records Office for service improvement
Resources and Approximate $: Institutional Improvement: Costs for "Live Forms" and transcript outsourcing ????
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: 1. Review Admissions Policies annually with VC Admissions Committee for consistency with the College mission
Resources and Approximate $: Institutional Improvement
Assessment Method/Date: Admission Committee meeting minutes   **Date:** March

Objective #3 : 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: 1. Monitor student record access allowed through the College's software system and compliance with FERPA

Resources and Approximate $: Institutional Improvement	
Assessment Method/Date: Annual email communication with IT POISE administrator	**Date:** March

Objective #4 : 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: 1. 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 $: Institutional Improvement
Assessment Method/Date: Review completed upon completion of surveys and receipt of results CCSSE Aug / SENSE April

Objective #5 : 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 must stay 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: 1. 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

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 - **Institutional Improvement**
Assessment Method: Presentation of evaluations & plans to College Effectiveness committee

Date: March 1, 2016

Objective #3: Continue to review and revise CTE program level outcomes and assess the extent to which these outcomes are achieved.
Responsibility: Dean of Instructional Services, CTE Division Chairs, Directors, Coordinators, and Faculty
Statement of Need: Institutional, THECB, and SACSCOC requirement
Actions: 1. Report results on an annual basis to Advisory Committees 2. Incorporate the documentation of results within the Program Evaluation Instrument
Resources and Approximate $: None - **Institutional Improvement**
Assessment Method: Advisory Committee Minutes, Program Evaluation Instrument **Date:** August 1, 2016

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 $: Institutional Improvement
Assessment Method/Date: Updated Employee Handbook online by August 2016

Institutional Advancement

Objective #1 : Review and update as necessary recruiting, communications, marketing and Institutional Advancement policies and procedures
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation, Coordinator of Marketing and Alumni Relations, Advancement Specialist - Recruiting
Statement of Need: All Departmental policies and procedures should be reviewed annually to ensure compliance with accrediting agency and governing rules and regulations.

Actions:
1. Conduct an annual review of recruiting, communications, marketing and Institutional Advancement policies and procedures.
2. Update any policies to reflect rules changes issued by accrediting agency and/or other governing rules and regulations.
3. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.

Resources and Approximate $: Institutional Improvement, no $

Assessment Method/Date:　　　　　**Date:**

1. Annual reviews and updates, if needed, completed by **August 31, 2016**.

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 $: Institutional Improvement, 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. Update 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 in preparation for the SACSCOC 10 year report

Responsibility: President, Director of Institutional Effectiveness and Administrative Team

Statement of Need: To meet expected SACS COC compliance criteria which requires a 10 year compliance 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 reports

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

Objective #7: The College will register for membership of the American Association of Community College Volunteer Framework of Accountability (VFA).
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To participate in and utilize data from a recognized benchmark data related process
Actions:
1. Participate in data entry for the VFA   2. Participate in VFA related conference and webinars
Resources and Approximate $: Institutional Improvement, estimated $2000 membership dues and $2000 travel
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 originally outlined and directed in the Quality Enhancement Plan document and for use during the identification of a topic for the second Quality Enhancement Plan. Key Performance Indicators of Accountability (KPIA) assessment information needed for institutional accountability.
Actions:

1. Administer the Survey of Entering Student Engagement (SENSE). Analyze the SENSE data and information to prepare and present results and findings.
    2. Distribute the results and findings from the Survey of Entering Student Engagement (SENSE), CCSSE (Community College Survey of Student Engagement), and CCFSSE (Community College Faculty Survey of Student Engagement) 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 QERI Survey, Technology Committee Feasibility Reviews, and Professional Development; as needed.

Resources and Approximate $:
Institutional Improvement: Funding for SENSE Survey: $ 5,550 (Base Fee) - $1,110 (20% package discount) TOTAL: $4,440

Assessment Method/Date:
1. Survey administration completion. September 2015   Survey results for SENSE shared with each component of the college by May 2016 (& Fall 2016) - dates, agendas, and participation. 2. Dates, agendas, and participation. July 2016

Student Services

Objective #1 : Confirm division wide participation and review of assessment processes and expand strategic planning through review of these materials
Responsibility: Dean of Student Services; Associate Dean of Student Services
Statement of Need: Student Services will annually review the Student Services portions of the SENSE and CCSSE as well as our own internal surveys to verify we are asking valid questions as well as measure responses and assure continuation or improvement services provided. Student Services will publish the results of these surveys to Student Services staff to help staff continue to focus on areas that may need improvement, options for changes in the assessment process and stimulate ideas for strategic planning. This adheres to our compliance with SACSCOC criteria CR 2.10 and the role of Student Support Services.
Actions: 1. Maintain a Student Services record of all assessments used to monitor student services 2. Send a yearly summary of the assessments for student services to all Student Services staff and ask for feedback
Resources and Approximate $: Institutional Improvement - staff time
Assessment Method/Date: emailed summary sent to all Student Services staff   **Date:** June 19, 2015

Objective #2: Obtain student feedback in areas of Student Services that have direct student contact.
Responsibility: Dean of Student Services/Athletic Director; Associate Dean of Student Services; Assistant Athletic Director
Statement of Need: All departments within Student Services who have direct student contact are reviewed by students either through the SENSE, CCSSE or internal surveys. At this time there is no opportunity for students to give anonymous feedback on coaching staff. By developing a brief, valid, and anonymous survey students will be able to give feedback related directly to coaching interactions with students. The results of this feedback can be reviewed for use in annual planning, personnel reviews, and the Institutional Effectiveness Planning process. This adheres to our compliance with SACSCOC criteria CR 2.10 and the role of Student Support Services.
Actions: 1. Create simple, valid, anonymous surveys relating strictly to coaching staff for each athletic team. 2. Have each team member complete a survey.

3. Review each survey with coaching staff.
Resources and Approximate $: Institutional Improvement - time, continuation of survey monkey contract
Assessment Method/Date: completion of surveys, review of data with IEP's   **Date:** March 1, 2016