Vernon College Annual Action Plan 2015-2016
By Priority Initiative
December, January and February

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

Office of the President

Institutional Advancement

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 <mark>December 31, 2015</mark> 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 <mark>December 2015</mark>.

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.

Instructional Services

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: 1. 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. 2. Distribute questionnaire to determine user preference for weekend hours on Saturday or Sunday. 3. 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: <mark>December 1, 2015</mark> **Achieved**

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.   - 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.   - Coordinate with VC's Instructional Design and Technology Coordinator in posting library information as a general announcement within Blackboard.   - 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.   - Consult with Melissa Moore, Early College Start Coordinator, for assistance in notifying dual credit instructors and students of library services.   - 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:** <mark>December 1, 2015.</mark> **Achieved / In Progress**

<div align="center">

Office of the President

</div>

Institutional Advancement

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**

Quality Enhancement – Division of Institutional Effectiveness

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. <mark>January 2016</mark>, August 2016 **Achieved and In Progress** 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 #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:** <mark>December 1, 2015</mark> **Achieved**

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

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.**

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

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 **Achieved**

Office of the President

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 **Achieved** & May 2016

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

Administrative Services

Objective #7 Replace one 7 passenger van – Vernon
Responsibility: Garry David and John Mahoney
Statement of Need: The oldest fleet van is a 2007 model and has over 140,000 miles on it. We're starting to have maintenance and reliability issues with it.
Actions: Search for suitable replacement van or small car. Re-purpose old van to other College use.
Resources and Approximate $: Facilities: $25,000
Assessment Method/Date: Van title – 01-31-16 **Not Achieved – budget casualty**

Instructional Services

Objective #5:   Ensure long-term stability of programs currently housed at the Skills Training Center (STC).
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services
Statement of Need: Potential non-renewal of long-term lease of the STC facility
Actions: 1. Participate in discussions of alternative facilities. 2. Communicate program space & equipment needs to the President. 3. Review potential inclusion of Cosmetology and Culinary Arts programs in potential new facility.
Resources and Approximate $: None? - Facilities
Assessment Method/Date: Recommendation to Facilities committee **Date:** February 1, 2016

Objective # 6:   Provide additional classroom space at CCC for current and future needs.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services
Statement of Need: Potential loss of Multi-purpose room at STC due to non-renewal of lease and potential addition of new programs (Physical Therapy Assistant, Radiology Technician, Massage Therapy).
Actions: 1. Review need, feasibility, and costs associated with the potential remodeling existing theater space at CCC for large multi-purpose classroom. 2. Review need, feasibility, and costs associated with the potential remodeling of CCC718 for classroom utilization.
Resources and Approximate $: $? - Facilities
Assessment Method/Date: Recommendation to Facilities committee **Date:** February 1, 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: - 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.   - Implement on-line giving through the Vernon College website.   - 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.   - Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.   - 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.   - Assist faculty and staff in the preparation and submission of proposals to private funding agencies.   - 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.   - 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 #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 **In Progress**

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

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

Instructional Services

Objective # 1: Improve effectiveness and reliability of ITV classrooms.
Responsibility: Dean of Instructional Services, Division Chairs, Directors, Media Specialist, IT department
Statement of Need: Recommendation by faculty, staff, and students; current equipment no longer supported

Actions:
1. Investigate alternative equipment and/or technologies to Tandberg ITV systems including
   a) CISCO systems
   b) LYNC tool currently available in Microsoft Office 365
   c) Blackboard Collaborate

Resources and Approximate $: None? **–** Technology funds currently budgeted for support of ITV rooms
Assessment Method: Recommendation from Technology committee **Date:** February 1, 2015 **Achieved/In Progress**

Objective # 3: Investigate various alternatives to current LMS system *Blackboard Learn v9.1*
Responsibility: Dean of Instructional Services, Instructional Design & Technology Coordinator, Technology Committee, IT Department
Statement of Need: Budgetary concerns, emerging products and technologies.

Actions:
1. Review available alternatives, including
   a) Canvas
   b) Moodle
2. Compare and contrast features, compatibility, and costs.
3. Implement recommendations of the Technology Committee.

Resources and Approximate $: None - Technology
Assessment Method: Technology Committee minutes **Date:** <mark>February 1, 2016</mark>   **Achieved**

Objective # 4: Provide additional Hi-fidelity mannequins for use in Allied Health programs (ADN, LVN, EMS).
Responsibility: Associate Dean of Instructional Services, Program Directors and Program Faculty
Statement of Need: Continued decline in external clinical sites and student opportunities for clinical experience.

Actions:
    1. Survey current resources, prioritize needs, and develop cost estimates.
    2. Investigate opportunities for grant/external funding.
    3. Provide recommendation for budget inclusion.

Resources and Approximate $: $? - Technology
Assessment Method: Presence and incorporation of Hi-fidelity mannequins in the laboratory learning environment. **Date:** <mark>February 1, 2016</mark> **Achieved/In Progress**   Purchase of Sims Newborn mannequin utilizing 15-16 Perkins funds for the ADN department. Additional requests will be reviewed for 16-17 Perkins purchases.

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 # 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: 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**.

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

Admissions, Records and Financial Aid

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 Achieved

Office of the President

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 2015 **Achieved**