

Vernon College Annual Action Plan 2015-2016
Working Timeline by Priority Initiative
March, April and May

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

Admissions, Records and Financial Aid

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 **IN PROGRESS**

Instructional Services

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)

<ul style="list-style-type: none"> f) International Baccalaureate Organization (IBO) g) ACT scores/SAT scores <ol style="list-style-type: none"> 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 ACHIEVED/IN PROGRESS

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: <i>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.</i> 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 scholarship 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: <ol style="list-style-type: none"> 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. NOT ACHIEVED**
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**. **IN PROGRESS**
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**.

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 #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** **IN PROGRESS** KPIA numbers / November

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 **IN PROGRESS**

Student Services

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. **COMPLETED**

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.

Administrative Services

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 **ACHIEVED**

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 **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: <ol style="list-style-type: none"> 1. Participate in SACSCOC pre-conference workshops and SACSCOC 2014 Annual Meeting. Not achieved 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. IN PROGRESS
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.

Administrative Services

Objective #1 : Update 2015-2016 Facilities Master Plan for all locations
Responsibility: Physical plant directors and Dean of Administrative Services
Statement of Need: To provide coordinated plan for ongoing maintenance and improvements to College facilities and support annual action plan
Actions: <ol style="list-style-type: none"> 1. Meet with Facilities Planning committees for all locations to review prior plan and make changes for the upcoming years. 2. Present recommendations to Administrative Team 3. Update and distribute Master Plan
Resources and Approximate \$: Facilities \$200,000
Assessment Method/Date: Meeting notes, emails, budget - Updated 2015-2016 Master Plan by March 31, 2016 ACHIEVED

Admissions, Records and Financial Aid

Objective #2 : Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.3
Responsibility: Dean of Admissions & Financial Aid/Registrar, Director of Admissions and Records, and Director of Financial Aid

Statement of Need: The institution provides a sufficient number of qualified staff – with appropriate education or experience in the student affairs area – to accomplish the mission of the institution (SACS 3.9.3)

Actions:

1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office
2. Monitor FAFSA applicant volume and total dollars awarded for adjustments or additions to staffing for Financial Aid Office

Resources and Approximate \$: Personnel: Classified II positions as needed per volume (Est. \$20,000) per position
Technology: Computer (\$1,100) Telephone (\$250) and Printer (\$250) per position
Facilities: Desk and chairs for above position (\$500 est.) per position

Assessment Method/Date: Enrollment numbers from THECB 001 and 00A reports on credit and non-credit students / **March**
Annual dollars of aid awarded / November (after FISAP report)

Office of the President

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. **IN PROCESS**
2. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate. **ACHIEVED**
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. **ACHIEVED**
4. Provide training opportunities and technical support through the pilot mentor program and the online VC Innovation Center in Blackboard. **ACHIEVED**
5. Administer satisfaction survey during the academic year. **ACHIEVED**

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 # 2: Fully implement utilization of Course Management Module available in POISE.

Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, and Faculty.

Statement of Need: Current method of developing and publicizing class schedules too labor intensive and error-prone due to # of steps and personnel involved.

Actions:

1. Collaborate with Admissions & Records personnel to provide training opportunities for Instructional Services personnel.
2. Develop class schedules/course offerings for Summer Fall and spring terms utilizing Course Management Module.
3. Convert CE Department from use of *Schedware* to the use of Course Management module for the purpose of class schedule development.

Resources and Approximate \$: None - Technology

Assessment Method: Credit and CE class schedules **Date:** April 1, 2016 **PARTIALLY ACHIEVED**

Office of the President

Institutional Advancement

Objective #1: Utilize existing software tools to support College, student, and alumni needs. Research new social media, on-line giving, email marketing and text messaging strategies as needed to benefit Vernon College students and the College as a whole as an aide to recruitment and retention. Continue enhancements to the website and social media as the primary “information source” for 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 Assistant

Statement of Need: Students rely on social media, text messages, and email as a main source of information and with the ever changing technology we need to be contacting and informing our students of College information through the communications media they currently use. Updated software and technology is essential to providing services to benefit the College and its students. Software such as Raiser’s Edge; STARS -- the College’s on-line scholarship application; the Metasoft Foundation/Corporation Funding search engine; MaestroSoft Pro Auction software and on-line giving assists in College and Foundation development/advancement efforts such as donor identification, cultivation, recognition, and solicitation; scholarship support for our students; and grantsmanship. Additionally, as College and student needs continue to increase it is necessary to research other software and technology that can help Institutional Advancement develop and/or enhance its strategies to become even more effective and efficient. Updated technological equipment is also essential to the efficient and effective operations of the IA Department. This 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.*

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. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
3. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole is being utilized.
4. Research additional software, technology, on-line giving tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
5. Assist faculty and staff with the preparation and submission of proposals to public and private funding agencies. Private funders will be researched through the Metasoft funding search software. Public funders will be researched through various search engines such as grants.gov.
6. Assist students with the completion of their STARS applications.
7. Utilize targeted marketing strategies such as press releases, letters, social media, recruiting emails and postcards to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.
8. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College’s website.
9. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.

10. 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.
11. 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. **Personnel:** Alumni Relations Specialist -- \$22,000 - \$28,000; Advancement Specialist Assistant – Marketing/Recruiting -- \$22,000 - \$28,000
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; Recruiting and Alumni e-newsletters -- \$4,600. 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. Annual software licenses/maintenance contracts renewed by **August 31, 2016**.
2. New hires **Alumni Specialist Assistant** and Advancement **Specialist Assistant – Marketing/Recruiting** in place by **August 31, 2016**.
3. On-line giving tool implemented by **August 31, 2016**
4. Research for possible program 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**.
5. Funding sources researched through Metasoft software by **August 31, 2016 and on-going**.
6. Students assisted with 2015-2016 STARS Applications by **March 1, 2016. ACHIEVED**
7. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2016 and on-going**.
8. Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2016 and on-going**.

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 # 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**. **NOT ACHIEVED**
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 #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 IN PROGRESS**

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 ACHIEVED

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 ACHIEVED

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 ACHIEVED

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 **ACHIEVED**

Office of the President

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. **ACHIEVED**
2. Distribute the results and findings from the Survey of Entering Student Engagement (SENSE), CCSSE (Community College Survey of Student Engagement), and CCFSSSE (Community College Faculty Survey of Student Engagement) to faculty and staff through email, professional development meetings, and Blackboard. **ACHIEVED**
3. Distribute the results and findings from the SENSE, CCSSE, and CCFSSSE to students through email, student organization or focus group meetings, and campus TV monitors. **ACHIEVED**
4. Distribute the results and findings from other assessments; such as QERI Survey, Technology Committee Feasibility Reviews, and Professional Development; as needed. **ACHIEVED**

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 #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