

## Vernon College Annual Action Plan 2016-2017 by Priority Initiative

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

### Admissions, Records and Financial Aid

**Objective #5 :** 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

### Office of the President

#### Athletics

**Objective #1:** Continue efforts to publicize Vernon College athletic activities to draw community interest and support.

**Responsibility:** Athletic Department

**Statement of Need:** Increase attendance and community involvement at the Vernon College Athletics hosted events.

**Actions:**

1. Continue to work with the marketing department to carry out plans to increase event attendance and participation including television, radio and print marketing.
2. Continue to work with the Community Interaction Committee with endeavors to be more visible within the community.
3. Facilitate contact with local entities/organizations for fan appreciation events.
4. Align with regional and national events/causes to increase attendance at contests.

**Resources and Approximate \$:** Institutional Improvement, Time with VC staff, additional advertising money.

**Assessment Method:** Documentation of marketing efforts, contacts with local entities and organizations and attendance **Date:** July 1 **IN PROGRESS**

**Objective #2:** Meet Vernon College expectations for enrollment in all sports.

**Responsibility:** Coaching staff

**Statement of Need:** Vernon College athletic teams have been provided clear expectations of team enrollments by Vernon College administration.

**Actions:**

1. Each coach will utilize an aggressive recruiting plan to seek out potential team members that will meet athletic/academic expectations of Vernon College Athletic Department.
2. Each coach will investigate potential athlete leads generated through other campus recruiting efforts.
3. Each coach will attend at least two significant recruiting events yearly.

**Resources and Approximate \$:** Institutional Improvement, Coaches' time, travel budgets

**Assessment Method:** Enrollment reports **Date:** January 2017 **ACHIEVED**

**Objective #3:** Maintain competitive sports teams in Region V of the National Junior College Athletic Association and the Northern Texas Junior College Athletic Conference to help brand a winning tradition in all Vernon College sports.

**Responsibility:** Head Coaches

**Statement of Need:** By working toward being recognized as a college with athletic excellence we can push toward increasing the number of quality athletic/academic recruits here at Vernon College.

**Actions:**

1. Implementation of more aggressive off-season programs.
2. Implementation of weight training specific to each sport.
3. Utilization of assistant coaches in specific skill areas that are strengths to maximize instruction for athletes.
4. Investigate ways to provide a third coaching resource to each team through volunteer or limited earnings positions.
5. Attempt to schedule more home games to increase community support.

**Resources and Approximate \$:** Institutional Improvement, Coaches' time

**Assessment Method:** Win/Loss Records **Date:** Summer 2017 **IN PROGRESS**

### Institutional Advancement

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

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

**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 Award Spring (formerly STARS) online 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 AwardSpring Online Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with AwardSpring (formerly 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 ISD, Throckmorton ISD, WFISD and Windthorst ISD 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 Admissions Office to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations about the college's online application process as requested.
11. From September to December review AwardSpring 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. 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.
13. 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 scholarships 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 \$:**

1. **Institutional Improvement:** Scholarship marketing tool -- \$3,500
2. **Technology:** Renew annual AwardSpring (formerly STARS) Software License -- \$9,000

**Assessment Method:**

**Date:**

1. Scholarship page on College website updated and new scholarship information added by **August 31, 2017 and on-going. In Progress**
2. AwardSpring presentations as requested; evidenced by appointments calendar by **August 31, 2017 and on-going. Achieved**
3. Continue “one stop shop” scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with AwardSpring (formerly STARS) or other scholarship applications by **August 31, 2017 and on-going. Achieved**
4. AwardSpring annual license renewed by **September 30, 2016. This license was not renewed. The College signed a contract with AcademicWorks a more robust on-line scholarship platform. Achieved.**
5. Scholarship marketing tool designed and implemented by **November 30, 2016. Not Achieved. This project is being re-evaluated.**
6. Number of targeted press releases and letters sent by **March 1, 2017. Achieved**
7. Increased funding for scholarships achieved by **August 31, 2017. Achieved**
8. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2017.**
9. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2017. Achieved**
10. Building scholarships resolved by **August 31, 2017 and on-going. In Progress**
11. Transfer policy developed and approved by **December 2016. Not Achieved; In Progress**

**Objective #2 :** Participate in and continue to implement the recommendations of the Integrated Marketing/Recruiting Task Force Report and new recommendations developed 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

**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. Co-Chair the Integrated Marketing/Recruiting Committee with the Director of Admissions and Records.
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 on 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 State of Texas education plan 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 marketing needs and on-site events as requested.
9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook (page 84) review and approve all marketing materials for all college programs and recruiting efforts.
10. Continue the AwardSpring 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, processes and procedures and develop new policies, processes and procedures as needed.
15. With the Admissions Department, 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 participation in community-wide events such as, but not limited to: Café con Leche, Calle Ocho, Coalition for Hispanic Education; Vernon College on-site recruiting and marketing events, The Kemp Home and Garden Show, MLK Breakfast, African-American Coalition annual education banquet, Zavala annual banquet, River Bend Nature Center ElectriCritters, etc.
18. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
19. Develop, as needed and feasible, new strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

**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; CTE marketing/recruiting event -- \$12,000; 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, area stock show sponsorships, Santa Rosa Rodeo, Vernon Summer's Last Blast, etc. -- \$15,000;
2. **Technology:** Renew annual AwardSpring (formerly STARS) Software License – \$9,000

**Assessment Method:**

**Date:**

1. Monthly or bi-monthly meetings of the Integrated Marketing/Recruiting Committee and mid-year and annual reports filed. **January 2017 mid-year report and August 31, 2017 annual report. In Progress**
2. Giveaways for all college activities on-going management through the Office of Institutional Advancement by **August 31, 2017 and on-going. Not Achieved. Responsibility for college giveaways transferred to the Office of Admissions and Records with the transfer of Recruiting Activities.**
3. Maintain the College Connections and Catching the Future dual credit scholarship programs by **August 31, 2017 and on-going. Achieved**
4. Maintain relationship with Marketing Consultant by **August 31, 2017 and on-going. Responsibility transferred to Coordinator of Marketing and Community Relations.**
5. Annual website review by **August 31, 2017 and on-going. Responsibility transferred to Coordinator of Marketing and Community Relations**
6. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by **August 31, 2017 and on-going. In Progress**

**President/Effectiveness**

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

**Responsibility:** President

**Statement of Need:** Personal observation and continuous improvement; to target the Key Performance Indicators of Accountability benchmarks for Percent of 12 County Service Area High School Graduates who go to College, and Financial Aid

**Actions:**

1. Review and implement recommendations of Student Success by the Numbers included as part of the President's Institutional Priorities List
2. Monitor KPIA benchmark data
3. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing/Recruiting Committee Plan
4. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled
5. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP)

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

**Assessment Method/Date:** As evidenced by meeting notes, annual action plans, KPIA data and budget; Student Success Pathway document, SSP Task Force Recommendations **Date:** July 1 **IN PROGRESS**

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

**Responsibility:** President

**Statement of Need:** Personal observation and continuous improvement; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion

**Actions:**

1. Review and implement approved plan from the Integrated Marketing/Recruiting Committee
2. Review and implement recommendations of Student Success by the Numbers included as part of the President's Institutional Priorities List
3. Monitor KPIA benchmark data
4. Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees
5. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP)

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

**Assessment Method/Date:** As evidenced by the Integrated Marketing/Recruiting Committee, agendas, minutes and meeting notes; and KPIA data, Title III interim and annual report including data used in reporting purposes **Date:** July 1 **IN PROGRESS**

## Student Services

### Student Success Pathway

**Objective #1 :** Provide Academic Coaching Services to at-risk student groups (developmental, academic probation/suspension, and early alert)

**Responsibility:** Student Success Pathway Coordinator and Student Success Specialists

<b>Statement of Need:</b> As stated in the Title III grant narrative, there is a recognized need to provide intensive guidance to at-risk students to encourage use of support services within and outside the College through Academic Coaching Services.
<b>Actions:</b> 1. Schedule individual academic coaching appointment with at-risk students
<b>Resources and Approximate \$:</b> Institutional Improvement-no\$
<b>Assessment Method:</b> Use formative and interim assessment to survey and interview students to gain their perspectives on proactive and intrusive advising methods used in Academic Coaching sessions. Did the targeted interventions help them to succeed? Did they feel engaged in the student support services? How can we improve the identification and referral process?; end of semester surveys to students seen (interim).
<b>Date:</b> August 2017

<b>Objective #2 :</b> Early Alert Communication to students receiving early alert notices from faculty
<b>Responsibility:</b> Student Success Pathway Coordinator and Student Success Specialist
<b>Statement of Need:</b> As stated in the Title III grant narrative, there is a recognized need to provide intensive guidance to at-risk students to encourage use of support services within and outside the College through Academic Coaching Services.
<b>Actions:</b> 1. Send individual emails to all students receiving early alerts during a certain timeframe to offer the academic coaching services and encourage participation.
<b>Resources and Approximate \$:</b> Institutional Improvement-no\$
<b>Assessment Method:</b> Send individual emails to all students receiving early alerts (every 2 weeks for fall and spring semesters and weekly in summer semesters); track number of responses, number of students seen for coaching sessions. <b>Date:</b> August 2017

<b>Objective #3:</b> Establish a Peer mentoring program
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> As identified in the Title III grant narrative, a peer mentoring program will be established.
<b>Actions:</b> 1. Implement a student peer mentor program focused on student engagement in academic support as well as communication and collaboration between instruction and student support services.
<b>Resources and Approximate \$:</b> Institutional Improvement, Title III grant funds
<b>Assessment Method:</b> Number of students, faculty, staff and administration participating in peer mentor program activities; number of activities; representation from college components. <b>Date:</b> Implemented August 2016; assessed for impact August 2017

<b>Objective #4 :</b> Conduct and evaluate the effectiveness of Chaps Express and New Student Orientation
<b>Responsibility:</b> SSP Team



<b>Statement of Need:</b> An identified need for intervention for “at-risk” groups including developmental, early alert, and academic probation and suspension, and new to college.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Conduct Chaps Express sessions on both the Vernon Campus and at Century City Center</li> <li>2. Evaluating Chaps Express surveys and student interviews</li> <li>3. Assist with conducting New Student Orientations on both the Vernon Campus and Century City Center</li> <li>4. Evaluating NSO surveys and feedback from the SSP Task Force</li> </ol>
<b>Resources and Approximate \$:</b> Chaps Express: Institutional Improvement-\$1800; Technology (for SurveyMonkey)-\$260 New Student Orientation: Institutional Improvement-no\$, Student Services funds for print materials-\$500
<b>Assessment Method:</b> Surveys, student interviews, number of sessions conducted, number of participants each semester (formative); number of students completed/retained, etc. (summative); documented recommendations based on trainings and task force oversight (ongoing).
<b>Date:</b> August 2017

**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

<b>Objective #2 :</b> Maintain Admissions Office CCSSE and SENSE satisfactory rankings and improve annually
<b>Responsibility:</b> Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
<b>Statement of Need:</b> Continual improvement of admissions services to students
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative</li> <li>2. Continuously maintain "Apply Texas" website information for changes</li> <li>3. Initiate additional correspondence methods to inform students of their application status</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement: Annual fee for participation in “Apply Texas” program \$ 1,800 (approximate)
<b>Assessment Method/Date:</b> Number of students applying on-line and meeting admissions requirements timely. / July CCSSE and SENSE satisfactory rankings / CCSSE August and SENSE April KPIA numbers <b>Date:</b> November

### Instructional Services

**Objective #1:** Increase academic support through proactive and intrusive advising.

<b>Responsibility:</b> Dean of Instructional Services, Division chairs, Program Directors and Coordinators, faculty
<b>Statement of Need:</b> Vernon College KPIAs, performance based funding, Title III Grant requirements
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Determine best practices in proactive and intrusive advising through faculty participation in the mini grant component of the Title III Grant.</li> <li>2. Infuse high impact, intrusive advising practices to facilitate retention, completion, and/or successful transfer of VC students.</li> <li>3. Encourage students to seek out assistance by deliberately structuring student intervention at the first indication of academic difficulty in order to motivate the student to seek assistance.</li> </ol>
<b>Resources and Approximate \$:</b> none – Institutional Improvement
<b>Assessment Method:</b> Number of mini grant submissions, final reports approved by Student Success Pathway Task Force, CCSSE results, SENSE results.
<b>Date:</b> September 30, 2017 IN PROGRESS

<b>Objective #2:</b> Improve success rates of students enrolled in online courses.
<b>Responsibility:</b> Dean of Instructional Services, Coordinator of Instructional Design & Technology, Distance Education Committee
<b>Statement of Need:</b> 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.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Successfully transition online LMS platform from Blackboard 9.1 to Canvas.</li> <li>2. Effectively utilize instructor dashboard analytics available through the new ERP/SIS to identify students who might potentially be at risk in an online environment.</li> <li>3. Evaluate the feasibility of implementing prerequisite requirements for students enrolling in online courses.</li> <li>4. 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).</li> </ol>
<b>Resources and Approximate \$:</b> None – Institutional Improvement
<b>Assessment Method:</b> Grade Distribution Reports
<b>Date:</b> September 30, 2017 #1 ACHIEVED, #2 NOT ACHIEVED, #3 & #4 IN PROGRESS

<b>Objective #3:</b> Continue to implement active & collaborative learning and service strategies throughout the instructional component.
<b>Responsibility:</b> Dean of Instructional Services, Instructional Designer, Professional Development committee, Faculty
<b>Statement of Need:</b> Results of 2015 CCSSE revealed that while great strides were made in this area (21% improvement), VC continues to lag behind both small colleges (49.5 vs. 51.4) and the 2015 cohort (49.5 vs. 50.0).
<b>Actions:</b>

1. Provide appropriate professional development workshops aimed at improving instructional & service strategies as related to active and collaborative learning and student success.

**Resources and Approximate \$:** None – Institutional Improvement

**Assessment Method/Date:** CCSSE results, SENSE results

**Date:** August 1, 2017 **ACHIEVED & IN PROGRESS**

**Objective #4:** Continue to monitor and evaluate success of redesigned developmental education plan.

**Responsibility:** Division Chairs, Dean of Instructional Services, Developmental Education faculty

**Statement of Need:** State mandated changes, Performance Based Funding - Momentum Point component, Student Success as measured by retention & completion.

**Actions:**

1. Continue to monitor and review processes for student placement in developmental education courses.
2. Continue to review student success in developmental education and subsequent college level courses.
3. Continue to review and monitor curriculum and modalities.

**Resources and Approximate \$:** None – Institutional Improvement

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

**Date:** August 1, 2017 **IN PROGRESS**

**Objective #6:** Increase awareness of library services for online students and faculty by at least 5%

**Responsibility:** Director of Library Services, Library Staff

**Statement of Need:** Surveys show that instructors are either pleased with or unaware of the services offered. In response the library will implement initiatives to increase awareness of library instructional support, reserves, and the ability to submit recommendations for the purchase of library materials. Surveys also indicated that online students did not know of the availability of online assistance or of the ability to request books from the main collection in Vernon. Both services are essential in providing equitable library services for distance learners. In response, the library will implement strategies to better promote these services.

**Actions:**

1. Coordinate with Division Chairs in scheduling time to promote library services during division meetings.
2. Provide incentives for participation in the Faculty Survey of Library Services. Purchase two \$25.00 gift cards from Best Buy for drawings. The library processed a total of 47 surveys during the spring 2015.
3. Continue to send brief email notifications to faculty on library services.
4. Continue to promote library services during Fall Kickoff.
5. Request that print flyer be distributed during New Student Orientations to supplement the library information (web address and hours) included in the New Student Orientation Booklet.

6. Update library information included in the booklet distributed during Chap Express sessions.
7. Reevaluate arrangement of left menu links on homepage to ensure convenient access to services.
8. Coordinate with Early College Start Coordinator in distributing library brochures at high schools.
<b>Resources and Approximate \$:</b> Institutional Improvement (\$50.00)
<b>Assessment Method:</b> Surveys of faculty and online students will show an increase in awareness.
<b>Date:</b> Library Survey of Online Students: January 2017 SURVEY ADMINISTRATION ACHIEVED – A 5% increase in awareness was not achieved. Faculty Survey of Library Services: June 2017 IN PROGRESS

### Office of the President

#### Athletics

<b>Objective #1:</b> Continue to emphasize and increase the importance of the educational endeavors of Vernon College athlete's thus increasing completion and graduation.
<b>Responsibility:</b> Coaches of each sport
<b>Statement of Need:</b> Early alerts are used by faculty to identify academic/attendance issues of students. Therefore; as an athletic department we must decrease the number of early alerts to encourage completion and graduation of these athletes.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review all athletic teams' early alerts for the 16-17 academic year and reduce the number of these alerts.</li> <li>2. Maintain study hall time for athletes.</li> <li>3. Discuss the possibility of a peer mentoring system with sophomores and freshmen.</li> <li>4. Encourage usage of the Vernon College tutoring center.</li> <li>5. Academic coaching sessions with the Vernon College Student Success Coach.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, Time and effort of coaches, as well as; time with an academic success coach.
<b>Assessment Method:</b> Review of Early Alerts, Graduation and completion numbers <b>Date:</b> June 2017 IN PROGRESS

<b>Objective #2:</b> Provide information in regards to time-management related skills to our student/athletes.
<b>Responsibility:</b> Athletic Director
<b>Statement of Need:</b> Due to the amount of practice, game and travel time required of our athletes an emphasis on managing their busy schedules to maintain success in the academic arena is advocated.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Coordinate with the Learning Frameworks Instructor to provide the time-management seminar.</li> <li>2. Provide the seminar at Student Athlete Orientation.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, College personnel with expertise in time-management skills.
<b>Assessment Method:</b> Number of athletes attending seminar <b>Date:</b> July 2017 ACHIEVED

## Institutional Advancement

**Objective #1 :** Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the area of scholarship support and grantsmanship.

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

**Statement of Need:** Philanthropic support provides increased funding for the “tools” that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Grant proposals, with the assistance of appropriate faculty and staff, can be written and submitted for specific programs, departments, the College as a whole, and scholarship support. Additionally, current donors are solicited and alumni, prospective individuals and corporations can be identified, cultivated and solicited for philanthropic support.

### Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser’s Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
6. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the “building” endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
7. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
8. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
9. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
10. Continue to serve as the Grant Manager for the college’s Title III Grant.
11. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, 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. Knowledge of grant guidelines and federal regulations about grants.

**Resources and Approximate \$:**

1. **Institutional Improvement:** Attend the CRD Federal Funding Task Force and the CRD Annual Conference -- \$7,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$6,000.
2. **Personnel:** Advancement Specialist -- Grant Developer -- \$35,000 - \$40,000
3. **Technology:** Renew annual Raiser's Edge software license -- \$9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- \$4,000. Implementation of on-line giving -- \$5,000

**Assessment Method:                      Date:**

1. Sustained giving by current donors as well as new donors to the College and Foundation 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, 2017. In Progress**
2. On-line giving capability implemented by **August 31, 2017. Not Achieved. The decision was made to hold off until the implementation of the new ERP/SIS System.**
3. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016 Achieved**
4. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2014-2015 fiscal year by **August 31, 2017. In Progress**
5. Title III Year 2 funding received **October 1, 2016. Achieved**
6. Advancement Specialist -- Grant Developer hired by **September 30, 2016. Not Achieved**
7. 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, 2017 and ongoing. In Progress**

**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; 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, web and social media strategies, and visible support of selected community events.

**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. Through sponsorships to provide visibility for Vernon College support community events such as but not limited to Calle Ocho, MLK Breakfast, The Kemp Home and Garden Show, River Bend Nature Center Electricritters, area stock shows, Vernon Summer's Last Blast, Santa Rosa Round-up, Pro-Rodeo advertising, Wichita Falls Adult Literacy Annual Spelling Bee, Hispanic Education Summit, ad in area cultural programs, etc.
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. Use photographs taken at events and around college facilities 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, Google adwords, Twitter as well as other social media outlets.
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. Continue to work with Crane West as the college's marketing firm.
14. Attend the NCMPR Regional and Annual Conferences and the TACCM Annual Conference.
15. Maintain Vernon College give-away items.

**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 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, area stock show sponsorships, Santa Rosa Rodeo, Vernon Summer's Last Blast, etc. -- \$15,000; Attend the NCMPR Regional and Annual Conferences, TACCM Annual Conference -- \$5,000; Publish the President's Annual Report -- \$7,500; Specialty advertising such as the Pro Rodeo Ad, area cultural programs -- \$2,500.

**Assessment Method:**

**Date:**

1. Maintain relationship with Crane West as the college's marketing consultant by **August 31, 2017** and on-going. **Responsibility moved to Coordinator of Marketing and Community Relations.**

2. Annual website review by **August 31, 2017** and on-going. **Responsibility moved to Coordinator of Marketing and Community Relations**
3. President's Annual Report disseminated by **February 2017**. **Achieved. Responsibility moved to Coordinator of Marketing and Community Relations.**
4. Annual review of procedures, processes and practices for maintaining the Vernon College website by **August 31, 2017** and ongoing. **Responsibility moved to Coordinator of Marketing and Community Relations.**
5. Increase social media marketing and students' emails throughout the year by **August 31, 2017**. **Responsibility moved to Coordinator of Marketing and Community Relations**
6. Community event sponsorships by **August 31, 2017** and on-going as documented by organizations program/website/banners, etc. **In Progress**
7. Target marketing strategies to promote specific scholarships to area high schools develop and in place by **August 31, 2017**. **Achieved**

**President/Effectiveness**

<b>Objective #1:</b> The College will continue to emphasize student learning outcomes and consistently initiate effective assessment practices to demonstrate that it is fulfilling its mission.
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To meet expected SACSCOC compliance criteria and to improve student learning data results from CCSSE and SENSE; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Monitor and ensure the instructional component of the College adequately meets to assess student learning outcomes</li> <li>2. Monitor and ensure the Assessment Calendar is followed by all components of the College</li> <li>3. Continue Student Success by the Numbers initiative</li> <li>4. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP).</li> </ol>
<b>Resources and Approximate \$:</b> <b>Institutional Improvement</b> , no \$
<b>Assessment Method/Date:</b> As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process; Student Success Pathway document, SSP Task Force Recommendations <b>Date:</b> Ongoing annual review with summation by <b>July 1 IN PROGRESS</b>

<b>Objective #2:</b> The College will continue to initiate multiple measures of student learning.
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> As directed by the Vernon College Mission, CCSSE and SENSE benchmarks, and SACSCOC compliance criteria; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion
<b>Actions:</b>



1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of student learning
2. From the established Assessment Calendar, monitor and ensure measures of student learning

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

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

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

**Responsibility:** President and Director of Institutional Effectiveness

**Statement of Need:** Utilization of results from Assessment Calendar for improvement

**Actions:**

1. Support and encourage innovative, creative and consistent assessment activities
2. President will insist that all program decisions are based on appropriate data
3. Monitor the Assessment Calendar for completion
4. Implementation of new ERP/SIS to make data more easily accessible.

**Resources and Approximate \$:** Institutional Improvement, no \$; Technology, Title III funds

**Assessment Method/Date:** As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process; Title III interim and annual reports **Date:** Ongoing annual review with summation by July 1 **IN PROGRESS**

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

**Responsibility:** President and Director of Institutional Effectiveness

**Statement of Need:** As directed by the Vernon College Mission, CCSSE, and SENSE benchmarks, and SACSCOC compliance criteria

**Actions:**

1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of assessment to ensure student learning
2. From the established Assessment Calendar, monitor and ensure assessment of student support services
3. Monitor and ensure development and utilization of Institutional Effectiveness (IE) Plans.

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

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

<b>Objective #5:</b> The College will continue monitoring and implementation of approved task force recommendations (Community Involvement, Employee Friendly, Facilities, Integrated Marketing and Recruiting, Academic Advising, Student Success Class, Retention/Completion, and Vernon Campus Enrollment, ERP/SIS, Student Success Pathway)
<b>Responsibility:</b> President
<b>Statement of Need:</b> Input from faculty and staff, personal observation, CCSSE and SENSE benchmarks, and Key Performance Indicators of Accountability Benchmarks
<b>Actions:</b> 1. Revisit each task force to monitor and ensure implementation of and adequate resource allocation for approved recommendations from all task forces
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidence by meeting notes, annual action plans and budget <b>Date:</b> July 1 <b>IN PROGRESS</b>

### Quality Enhancement – Division of Institutional Effectiveness

<b>Objective #1:</b> Provide leadership on the Professional Development Committee to ensure opportunities, as identified through the Technology Committee, Instructional Services, and the planning process of the second Quality Enhancement Plan, are made available to faculty and staff.
<b>Responsibility:</b> Donnie Kirk, Director of Quality Enhancement
<b>Statement of Need:</b> Professional development opportunities in the areas of student engagement, instructional strategies, and technology were originally made available through the VConnected Quality Enhancement Plan. These initiatives continue through the Technology Committee and Instructional Services by way of the Instructional Design and Technology Coordinator and the Coordinator for the Assessment of Student Learning. As the College plans the second QEP, new initiatives will need to be addressed college-wide (faculty, staff, students, Board of Trustees, community members). Evidence of the need for such sustainability can be found in the Student Instructional Report (SIR II) data; Key Performance Indicators of Accountability (KPIA's) – specifically CCSSE benchmarks, Graduation, Persistence, and Retention, SENSE benchmarks; and CCSSE/SENSE individual results. Evidence of the need for new initiatives can be found through the work of the QEP Development Task Force and Planning Committee.
<b>Actions:</b> 1. Evaluate/review the Professional Development Committee's program and make recommendations for inclusion of QEP Planning initiatives, Technology Committee identified needs, and Instructional Services (Instructional Design and Technology Coordinator, Coordinator for the Assessment of Student Learning) areas of emphasis.
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> 1. Agenda, Minutes, Committee Charge, scheduled professional development opportunities & participation. <b>Date:</b> July 2017 <b>IN PROGRESS</b>

<b>Objective #2:</b> 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 through the “train the trainers” approach.
<b>Responsibility:</b> Donnie Kirk, 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
<b>Statement of Need:</b> 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.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Conduct feasibility reviews of new technologies by potential mentors.</li> <li>2. Communicate and identify mentors to the Professional Development Committee.</li> <li>3. Organize and conduct training opportunities and technical support using the “train the trainers” approach.</li> <li>4. Provide and encourage the opportunity for participation in the National Institute for Staff and Organizational Development (NISOD).</li> <li>5. Plan and promote participation in internal professional development opportunities through the program outlined by the Professional Development Committee.</li> </ol>
<b>Resources and Approximate \$:</b> <b>Institutional Improvement:</b> Funding for NISOD Convention - \$1,400.00 X 1 participants = \$1,400.00 (Est.)
<b>Assessment Method/Date:</b> <ol style="list-style-type: none"> <li>1. Meeting minutes reflecting updates reported to the Professional Development Committee. <b>January 2017, August 2017</b></li> <li>2. Number of mentors who participated in NISOD Convention. <b>June 2017</b></li> <li>3. Number of mentors who participated in “train the trainer” sessions, Number of mentors who conducted sessions, Mentor List (total number of mentors available for ongoing training). <b>July 2017</b></li> </ol>

### Student Services

<b>Objective #3:</b> Refocus on Providing Outstanding Customer Service to all Internal and External Consumers.
<b>Responsibility:</b> Dean of Student Services
<b>Statement of Need:</b> The Student Services team of professionals recognizes the need to better serve all customers.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Commence with “How Can Student Affairs Better Serve You?” visits and utilize information gleaned to produce PowerPoint presentation on targeted areas of improvement.</li> <li>2. Create and execute specific improvement plans and measure customer satisfaction.</li> </ol>

3. Institute an annual cycle of continuous quality improvements with regard to customer service.
<b>Resources and Approximate \$:</b> staff time, Institutional Improvement
<b>Assessment Method:</b> Documentation of customer feedback and follow-up improvement plans. <b>Date:</b> May 2017

### Student Success Pathway

<b>Objective #1 :</b> Encourage and facilitate high-impact, intrusive advising practices through faculty Course Schedule Advisor pilot mini-grant program
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> To identify best practices in maximizing student progress as discussed in the Title III grant narrative
<b>Actions:</b> 1. 15 mini-grants piloted by faculty CSAs to assess feasibility, and implementation of high impact, intrusive advising practices
<b>Resources and Approximate \$:</b> Institutional improvement-\$7500 in Title III grant funds
<b>Assessment Method:</b> Number of faculty CSAs participating in the mini-grant program; number of high impact advising practices implemented and recommended for scale; SSP Task Force minutes, agendas, exhibits, approved grant applications and final reports. <b>Date:</b> evaluate August 2017

<b>Objective #2 :</b> Annual review/update of the Student Success Pathway document
<b>Responsibility:</b> Student Success Pathway Coordinator
<b>Statement of Need:</b> As stated in the Title III grant narrative, the Student Success Pathway is structured to include an integrated set of institutional policies, practices and programs that are intentionally designed to maximize students' progress at each point in their community college experience.
<b>Actions:</b> 1. Review and update of pathway document
<b>Resources and Approximate \$:</b> Institutional Improvement-no\$
<b>Assessment Method:</b> Review by SSP Task Force and Oversight Committee; Task force minutes, agendas, exhibits and the Student Success Pathway document as posted. Trainings and professional development to college personnel; participation and training evaluations. <b>Date:</b> August 2017

<b>Objective #3 :</b> Review/update CSA manual and provide training
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> To focus on student success as related to retention, completion and transfer with priority in intrusive advising as discussed in the Title III grant narrative.
<b>Actions:</b> 1. Updating manual document and materials

<b>Resources and Approximate \$:</b> Institutional Improvement-no\$
<b>Assessment Method:</b> Review by SSP Task Force; Task force minutes, agendas, exhibits and the CSA manual document as posted (formative); number of trainings offered and number of participants (summative).
<b>Date:</b> May 2017

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

### Instructional Services

<b>Objective # 1:</b> Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.
<b>Responsibility:</b> Dean of Instructional Services, Division Chairs, Coordinator for the Assessment of Student Learning, Core Objective Assessment Subcommittee of Academic Council
<b>Statement of Need:</b> THECB and SACSCOC criteria
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives.</li> <li>2. Improve process for the selection of existing or modified LEAP Rubrics to ensure validity of assessment results.</li> </ol>
<b>Resources and Approximate \$:</b> 5,000 – Personnel (Salaries Other)
<b>Assessment Method:</b> Publication of results presented to Academic Council and College Effectiveness committees
<b>Date:</b> September 30, 2017 <b>ACHIEVED &amp; IN PROGRESS</b>

<b>Objective #2:</b> Increase emphasis and utility of End of Semester Course Reviews (ESCR).
<b>Responsibility:</b> Dean of Instructional Services, Coordinator for the Assessment of Student Learning, Division Chairs, Program Directors and Coordinators
<b>Statement of Need:</b> THECB and SACSCOC criteria
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Incorporate departmental responses to Core Objective Assessment Results.</li> <li>2. Review and revise curriculum maps as needed.</li> <li>3. Standardize curriculum map (SLO at course level to core objective) for all core courses.</li> </ol>
<b>Resources and Approximate \$:</b> none – Institutional Improvement
<b>Assessment Method:</b> Results of ESCR as aggregated by the Coordinator for the Assessment of Student Learning provided to Division Chairs and Program Directors/ Coordinators, publication of curriculum map (SLO at course level to core objective) on syllabi of all core courses.

**Date:** September 30, 2017 **IN PROGRESS**

**Objective #3:** Continue to refine processes for the incorporation and documentation of the six (6) THECB mandated and institutionally adopted core objectives in CTE programs.

**Responsibility:** Dean of Instructional Services, Associate Dean of Instructional Services, CTE Division Chairs, Directors, Coordinators, Faculty

**Statement of Need:** THECB and SACSCOC criteria

**Actions:**

1. Review and revise curriculum maps as needed.
2. Provide opportunity for documentation on Program Review instrument.

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

**Assessment Method:** Program Review instrument

**Date:** September 30, 2017 **ACHIEVED & IN PROGRESS**

#### Office of the President

#### President/Effectiveness

**Objective #1:** The College will ensure that the instructional component of the institution will continue to focus on the incorporation and documentation of the core objectives (general education outcomes).

**Responsibility:** President

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

**Actions:**

1. Monitor and ensure the incorporation of the six (6) core objectives mandated by THECB and institutionally adopted

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

**Assessment Method/Date:** As evidenced by Program Review instrument, ESCR and results presented to Academic Council **Date:** Ongoing annual review with summation by July 1 **IN PROGRESS**

**Objective #2:** The College will emphasize multiple measures of assessment to validate the core objectives (general education outcomes).

**Responsibility:** President and Director of Institutional Effectiveness

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

**Actions:**

1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of assessment to validate the core objectives (general education outcomes)

<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Documentation of attendance at meetings, agendas, minutes and meeting notes and Assessment Calendar; results shared with Academic Council <b>Date:</b> Ongoing Annual review with summation by July 1 IN PROGRESS

**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.

### Instructional Services

<b>Objective #1:</b> Provide lead role in the planning/implementation of the newly selected Quality Enhancement Plan which will be focused on improving the reading and comprehension skills of students.
<b>Responsibility:</b> Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
<b>Statement of Need:</b> SACSCOC requirement, Institutional improvement
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Assist the QEP Planning and Implementation Committees with the assessment of students' reading and comprehension skills from both baseline and value added perspectives by providing student artifacts relative to the focus of the QEP.</li> <li>2. Select and prepare pilot projects relative to instructional strategies aimed at improving the reading and comprehension skills of students.</li> </ol>
<b>Resources and Approximate \$:</b> None – Institutional Improvement
<b>Assessment Method:</b> QEP Committee membership and meeting minutes
<b>Date:</b> September 30, 2017 #1 ACHIEVED, #2 NOT ACHIEVED (JUMPED THE GUN)

### Office of the President

#### Athletics

<b>Objective #1:</b> The Athletic Department will support each phase of the Quality Enhancement Plan process.
<b>Responsibility:</b> Athletic Department
<b>Statement of Need:</b> The importance of our athletes being a contributory segment of student learning and accomplishing the mission of Vernon College is vital.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. To support and help in any area that is needed by the Quality Enhancement Planning Committee.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, Staff
<b>Assessment Method:</b> Availability of department to the process <b>Date:</b> Summer 2017 IN PROGRESS

#### President/Effectiveness

<b>Objective #1:</b> The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To meet SACSCOC compliance criteria (CR 2.12 and CS 3.3.2) and observed need from Annual Action Plans
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Monitor QEP Development Task Force, Planning Committee and Implementation Committee actions and recommendations</li> <li>2. Ensure adequate leadership support for the development of a QEP that meets the requirements of CR 2.12 and CS 3.3.2</li> <li>3. Ensure adequate resource allocation decisions through budget process</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Documentation of attendance at meetings, agendas, minutes and meeting notes; QEP operational budget <b>Date:</b> Annual with review by July 1 <b>IN PROGRESS</b>

### Quality Enhancement – Division of Institutional Effectiveness

<b>Objective #1:</b> Facilitate communication regarding the Quality Enhancement Plan for the institution and outside entities (such as SACSCOC).
<b>Responsibility:</b> Donnie Kirk, Director of Quality Enhancement
<b>Statement of Need:</b> Keeping communication lines open to faculty and staff as the college continues the planning process for a new Quality Enhancement Plan. Compliance requirements as directed by SACSCOC.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Present/provide information to students through mass emails, meetings with student leadership organizations, and/or TV monitors located on all campuses.</li> <li>2. Present/provide information to faculty and staff through weekly emails, as part of the annual planning process, and at the Fall/Spring Semester Kickoffs.</li> <li>3. Provide information to faculty and staff regarding the progress of the new reading QEP including timeline and new or updated processes via the President’s Monthly Update, email, and professional development weeks/days.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> <ol style="list-style-type: none"> <li>1. Provide a list of student, faculty, and staff meeting and correspondence dates and agendas if applicable. July 2017 <b>IN PROGRESS</b></li> </ol>

<b>Objective #2:</b> Chair Quality Enhancement Plan Planning Committee
<b>Responsibility:</b> Donnie Kirk, Director of Quality Enhancement
<b>Statement of Need:</b> As outlined and directed by SACSCOC.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Provide oversight for the QEP Development Task Force who will make recommendations to the QEP Planning Committee.</li> </ol>



2. Continue planning process for a second QEP. This includes completing the QEP Logic Model (planning actions, learning outcomes, assessment tools), writing the QEP document and presenting the plan to college leadership for consideration.

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

**Assessment Method/Date:**

1. Agendas, minutes. July 2017 IN PROGRESS

### Student Services

**Objective #1:** In accordance with SACSCOC requirements Vernon College will research and implement a new QEP.

**Responsibility:** Associate Dean of Student Services

**Statement of Need:** Student Services will provide insight to the committee from the student affairs perspective and participate in the QEP process.

**Actions:**

1. Provide staff to serve on the QEP committees including the QEP planning committee and QEP development task force

**Resources and Approximate \$:** Institutional Improvement, student services employee time

**Assessment Method:** attendance at QEP meeting by Student Services staff as shown in QEP minutes **Date:** May 2017

**Priority Initiative #5:**

**Support opportunities for professional development for all Vernon College employees through appropriate funding.**

### Administrative Services

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

**Responsibility:** Kim Bateman, Garry David

**Statement of Need:** Continual professional development is essential in order to stay updated with the upcoming and changing needs of the bookstores operations.

**Actions:**

1. Include sufficient funds in the annual budget to allow managers to attend the Southwest College Bookstore Association meeting.
2. Attend educational sessions and meetings.

**Resources and Approximate \$:** \$2,600 (1,300/store) – Institutional Improvement

**Assessment Method/Date:** Session attendance handouts, technology/training updates, notes from meetings **Date:** May, 2017 IN PROGRESS

**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 2017 **IN PROGRESS****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 2017 **NOT ACHIEVED – CANCELLED DUE TO SCHEDULES****Objective #4: ERP/SIS User Group Training****Responsibility:** Mindi, Garry**Statement of Need:** Ongoing professional development for Business Office Staff**Actions:** Enroll 4 staff members in conference and make travel arrangements**Resources and Approximate \$ :** \$3500 – Institutional Improvement**Assessment Method/Date:** Conference materials, group discussions / Summer 2017 **IN PROGRESS****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 federal and/or state conferences, and other professional development opportunities	
<b>Resources and Approximate \$:</b> Institutional Improvement	Travel budget of approximately \$3,500
<b>Assessment Method:</b> Unqualified audit with no management letter notations or findings	<b>Date:</b> January <b>ACHIEVED</b>

### Instructional Services

<b>Objective #1 :</b> Enhance faculty and staff performance through appropriate internal & external professional development activities.
<b>Responsibility:</b> Dean of Instructional Services, Associate Dean of Instructional Services, Instructional Designer, Director of QE, Professional Development committee, Division Chairs, Directors
<b>Statement of Need:</b> SIR II results, eSIR II results, CCSSE results, SENSE results, Core Objective assessment requirements, SACSCOC & THECB criteria.
<p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. Conduct internal professional development workshops which target the following: <ol style="list-style-type: none"> <li>a. Specific instructional strategies relative to active &amp; collaborative learning and student engagement.</li> <li>b. Classroom technology including the newly adopted Canvas LMS.</li> <li>c. Proactive and intrusive advising strategies.</li> <li>d. Effective utilization of the newly adopted ERP/SIS.</li> <li>e. Online course development and instructional strategies for online learners including utilization of the institutionally adopted Rubric for Online Instruction (ROI) to assess quality of online courses.</li> <li>f. Opportunities for improvement as identified by SIR II/eSIR II results.</li> <li>g. Refinement of course specific signature assignments to be used in the assessment of core objectives (general education outcomes).</li> <li>h. Use of rubrics to assess core objectives (general education outcomes) as well as CTE program outcomes.</li> <li>i. Specific instructional strategies relative to developmental learners.</li> <li>j. Use of course–embedded assessments for the assessment of program level outcomes.</li> </ol> </li> <li>2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIL, TCCIA, NTCCC, LEAP Texas, etc.</li> <li>3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.</li> <li>4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training.</li> <li>5. Expand on-line opportunities for participation by faculty and staff in both external and internal professional development activities/trainings.</li> </ol>
<b>Resources and Approximate \$:</b> None – Institutional Improvement (\$ from Instructional Services Faculty Travel budget & Perkins grant)
<b>Assessment Method/Date:</b> Results of SIR II and CCSSE, log of faculty attendance, professional development reports, \$ budgeted and expended
<b>Date:</b> August 31, 2017 <b>ACHIEVED &amp; IN PROGRESS</b>

## Athletics

<b>Objective #1:</b> Ensure each Head Coach the opportunity to attend at least one professional seminar/conference specific to his/her sport each academic year.	
<b>Responsibility:</b> Athletic Director, Assistant Athletic Director, Head Coaches	
<b>Statement of Need:</b> Networking among the profession and acquisition of knowledge in the coach's specific field can be contributory toward successful recruitment and retention.	
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Allocate budgetary travel dollars to allow the capabilities to attend sport specific seminars/conferences.</li><li>2. Utilize fundraising dollars to allow professional development opportunities.</li><li>3. Encourage coaches to submit articles to professional journals.</li></ol>	
<b>Resources and Approximate \$:</b> Institutional Improvement, Coach's time, budgetary travel dollars.	
<b>Assessment Method:</b> Review attendance of each coach at his/her selected professional seminar/conference	<b>Date:</b> Summer 2017 IN
<b>PROGRESS</b>	

## Enterprise Resource Planning/Student Information System

<b>Objective #1 :</b> Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions by scheduling training with the ERP provider	
<b>Responsibility:</b> Student Information Software Coordinator, SIS Task Force	
<b>Statement of Need:</b> Replacement of legacy system funded through the Title III grant	
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Installation of the new ERP System</li><li>2. Migration of data into the new ERP System</li></ol>	
<b>Resources and Approximate \$:</b> Technology/ Title III Grant Funding	
<b>Assessment Method:</b> SIS Installation completed	<b>Date:</b> December 2016
<b>Assessment Method:</b> Migration of data completed	<b>Date:</b> May 2017

<b>Objective #2 :</b> Provide in-house training for students, faculty, staff, and administration needed to help advisors access and use the ERP System through advising session in aid of proactive and intrusive advising	
<b>Responsibility:</b> Student Information Software Coordinator, SIS Task Force, Student Success Pathway Coordinator	
<b>Statement of Need:</b> Training required for full utilization of the ERP System and use for all stakeholders	
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Schedule trainings and workshops via ERP staff</li></ol>	
<b>Resources and Approximate \$:</b> Institution Improvement/ Title III Grant Funding	
<b>Assessment Method:</b> At least four trainings scheduled and participated in by stakeholders	<b>Date:</b> August 2017

## Human Resources

<b>Objective #1:</b> Continually research and develop training for faculty/staff through HR area.
<b>Responsibility:</b> HR Director and staff
<b>Statement of Need:</b> to offer and support opportunities for professional development and growth for all Vernon College employees and to remain in compliance with state and federal rules and regulations
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Review any required trainings for faculty/staff.</li><li>2. Research new trainings available through our current program – SafeColleges.</li><li>3. Purchase/order/develop training if needed.</li><li>4. Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.</li></ol>
<b>Resources and Approximate \$:</b> Institutional Improvement – Cost of materials – approx. \$1500
<b>Assessment Method/Date:</b> Reports of Training offered and completed online, face-to-face, etc. by August 2017 IN PROGRESS

  

<b>Objective #2:</b> Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.
<b>Responsibility:</b> HR Director and staff
<b>Statement of Need:</b> to ensure ongoing compliance with state/federal rules and regulations, benefits updates, policies and procedures, and continued HR networking
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Participate in any benefits training and other online training offered to enhance knowledge of our current benefit offerings.</li><li>2. Participate in annual TACCA and TACCHRP conferences.</li><li>3. Participate in any other relevant professional development, including webinars as appropriate.</li></ol>
<b>Resources and Approximate \$:</b> Institutional Improvement – Cost of travel, conferences, and trainings – TACCHRP \$1000, TACCA \$500, Misc. training/professional development - \$500
<b>Assessment Method/Date:</b> Participation in conferences, trainings and professional development throughout the year; Documentation in Professional Development tracking <b>Date:</b> TACCA – January 2017, TACCHRP – June 2017, others by August 2017 IN PROGRESS

  

<b>Objective #3:</b> Participate in all training for the new ERP system available for the HR area to ensure enhanced knowledge and skills necessary for quality job performance.
<b>Responsibility:</b> HR Director and staff
<b>Statement of Need:</b> to ensure quality job performance and consistent data entry and recordkeeping
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Participate in any and all training provided for the HR department on the new ERP system.</li></ol>

2. Practice skills learned through regular usage of the system.
3. Run regular reports to verify accurate data is being entered into the system.
<b>Resources and Approximate \$:</b> Institutional Improvement – cost of annual meeting/training approximately \$1000
<b>Assessment Method/Date:</b> Regularly run reports through the new ERP system. Documentation in Professional Development tracking. <b>Date:</b> ongoing and by August 2017 <b>IN PROGRESS</b>

**President/Effectiveness**

<b>Objective #1:</b> The College will allocate resources to ensure that faculty, students and staff acquire, discover and apply knowledge.
<b>Responsibility:</b> President
<b>Statement of Need:</b> To meet expected SACS COC compliance criteria and to support Annual Action Plans
<b>Actions:</b> 1. Ensure resource allocation for faculty, staff and students through the budget process 2. Ensure resource allocation for curriculum and technology
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Documentation of professional development for faculty, students and staff and evidence in budget <b>Date:</b> Ongoing review with summation by July 1 <b>IN PROGRESS</b>

<b>Objective #2:</b> The College will support and make available professional development opportunities for administrators, faculty and staff.
<b>Responsibility:</b> President
<b>Statement of Need:</b> To meet expected SACS COC compliance criteria and to support Annual Action Plans
<b>Actions:</b> 1. Ensure resource allocation for administrators, faculty and staff through budget process
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Documentation of professional development for administrators, faculty, and staff, and evidence in budget <b>Date:</b> Ongoing review with summation by July 1 <b>IN PROGRESS</b>

<b>Objective #3:</b> The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering and applying knowledge.
<b>Responsibility:</b> President and Coordinator of Marketing and Alumni Relations
<b>Statement of Need:</b> To meet expected SACS COC compliance criteria and to support Annual Action Plans
<b>Actions:</b> 1. Recognition through institutional service awards 2. Ensure recognition through news articles of those participating in professional development

<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidenced by Service Award list and news articles <b>Date:</b> Ongoing annual review with summation by July 1 <b>IN PROGRESS</b>

<b>Objective #4:</b> Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.
<b>Responsibility:</b> Director of Institutional Effectiveness
<b>Statement of Need:</b> To ensure compliance with SACS COC criteria; to adequately support research based projects; and to enhance technology related skills
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Participate in SACS COC orientation, preconference and conference (Atlanta, GA) <b>ACHIEVED</b></li> <li>2. Participate in SACS COC Summer Institute (Austin, TX) <b>IN PROGRESS</b></li> <li>3. Participate in TAIR preconference and conference (Houston, TX) <b>ACHIEVED</b></li> <li>4. ERP/SIS training/conference <b>NOT ACHIEVED</b></li> <li>5. Serve as THECB Liaison and Small College Group Representative <b>ACHIEVED</b></li> <li>6. Participate as a SACS COC evaluator if selected <b>ACHIEVED</b></li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement: SACS COC \$2500 per person for Annual Meeting/Orientation and Summer Institute; TAIR \$1500, ERP/SIS \$1500, THECB (3 meetings) \$2400
<b>Assessment Method/Date:</b> As evidenced in budget, travel requests and travel expense reports <b>Date:</b> Ongoing annual review with summation by July 1

**Quality Enhancement – Division of Institutional Effectiveness**

<b>Objective #1:</b> Ensure Compliance with SACSCOC
<b>Responsibility:</b> Donnie Kirk, Director of Quality Enhancement
<b>Statement of Need:</b> Compliance requirements as directed by SACSCOC.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Participate in SACSCOC pre-conference workshops and SACSCOC 2016 Annual Meeting.</li> <li>2. Participate in the 2017 Institute on Quality Enhancement and Accreditation (Austin, TX). Include members of the QEP Planning Committee and/or faculty members as appropriate. Estimate 3 total attendees.</li> </ol>
<b>Resources and Approximate \$:</b> 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
<b>Assessment Method/Date:</b> Travel Expense Vouchers indicating attendance. December 2016 & July 2017 <b>ACHIEVED &amp; IN PROGRESS</b>

## Student Success Pathway

<b>Objective #1</b> : Design and offer trainings and workshops for faculty and staff
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> Professional development trainings/workshops devoted to proactive and intrusive advising including the identification, referral and tracking of at-risk students through the use of the Early Alert system and new ERP/SIS system have been identified as a need through the Title III grant.
<b>Actions:</b> 1. Conduct at least 4 trainings/workshops per year
<b>Resources and Approximate \$:</b> Institutional Improvement-Title III grant funds
<b>Assessment Method:</b> Number of workshops conducted, participation in workshops; training agendas, participation, copies of email and training evaluations. <b>Date:</b> August 2017

<b>Objective #2</b> : Faculty and staff to onsite conferences and workshops
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> The need for faculty and staff to participate in offsite conference and workshops focused on student success as related to retention, completion, and transfer with priority topics in intrusive advising is identified as a need in the Title III grant.
<b>Actions:</b> 1. Attend conferences/workshops
<b>Resources and Approximate \$:</b> Institutional Improvement-Title III funds
<b>Assessment Method:</b> Number of conferences and workshops attended; Number of faculty and staff participating in conferences and workshops. <b>Date:</b> August 2017

<b>Objective #3</b> : Outside consultants provide trainings and workshops
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> Student success initiative to hire consultants to provide training/workshops focused on retention, completion and successful transfer
<b>Actions:</b> 1. Research and hire consultants with expertise in intrusive advising practices for trainings/workshops
<b>Resources and Approximate \$:</b> Institutional Improvement-Title III grant funds
<b>Assessment Method:</b> Number of consultant workshops/trainings; Number of students, faculty, staff and administration participating in trainings/workshops. <b>Date:</b> August 2017

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



## Administrative Services

<b>Objective #1 :</b> Update 2016-2017 Facilities Master Plan for all locations
<b>Responsibility:</b> Physical plant directors and Dean of Administrative Services
<b>Statement of Need:</b> To provide coordinated plan for ongoing maintenance and improvements to College facilities and support annual action plan
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Meet with Facilities Planning committees for all locations to review prior plan and make changes for the upcoming years.</li> <li>2. Present recommendations to Administrative Team</li> <li>3. Update and distribute Master Plan</li> </ol>
<b>Resources and Approximate \$:</b> Facilities: Currently budgeting \$150,000 per year for all capital projects at all locations
<b>Assessment Method/Date:</b> Meeting notes, emails, budget - Updated 2016-2017 Master Plan by March 31, 2017 <b>ACHIEVED</b>

<b>Objective #2</b> Complete all approved projects by 08-31-17 - Vernon
<b>Responsibility:</b> Facilities Director and Dean of Administrative Services
<b>Statement of Need:</b> As identified in the Facilities Master Plan
<b>Actions:</b> 1. Quarterly reviews by Dean of Administrative Services and Facilities Director to make sure we're on target to complete projects
<b>Resources and Approximate \$:</b> Facilities: Approximately \$75,000 per year included in annual budget to cover capital projects on Vernon campus.
<b>Assessment Method/Date:</b> Complete all approved projects by 08-31-17 <b>IN PROGRESS</b>

<b>Objective #3</b> Complete all approved projects by 08-31-17 – Wichita Falls
<b>Responsibility:</b> Director of Physical Plant and Dean of Administrative Services
<b>Statement of Need:</b> As identified in the Facilities Master Plan
<b>Actions:</b> 1. Quarterly reviews by Dean of Administrative Services and Director of Physical Plant to make sure we're on target to complete projects
<b>Resources and Approximate \$:</b> Facilities: Approximately \$75,000 per year included in annual budget to cover capital projects on all Wichita Falls locations.
<b>Assessment Method/Date:</b> Complete all approved projects by 08-31-17 <b>IN PROGRESS</b>

<b>Objective #4</b> Complete renovation of Century City Center parking lot
<b>Responsibility:</b> WF Facilities Manager and Dean of Administrative Services
<b>Statement of Need:</b> Almost 40 years of wear and tear have left the parking lot in very poor condition. An examination by Bundy, Young, Sims and Potter revealed that the original construction did not include a suitable base which has compounded the problem. The only real fix will be to tear out all existing material and replace the parking lot completely.

<b>Actions:</b> 1. Phase I will consist of total renovation of the west and north parking lots. This should be completed in the Summer of 2017. 2. Phase II will consist of the total renovation of the east parking lot. Target date will be Summer, 2018.
<b>Resources and Approximate \$:</b> Facilities: Most recent estimate was approximately \$800,000 for the entire project.
<b>Assessment Method/Date:</b> Architects final report, paid invoices, physical observation. Completed by August 31, 2018. IN PROGRESS

<b>Objective #5</b> Continue to explore options for possible relocation of Skills Training Center
<b>Responsibility:</b> President and Deans
<b>Statement of Need:</b> As Wichita County moves forward with their plans to renovate and expand the county jail facility into the space we currently occupy in the Sprague building, it is critical that we be proactive in developing and moving forward with a relocation plan.
<b>Actions:</b> 1. Explore any and all options (purchase, lease, build) that are presented as a possibility. 2. Explore financing options associated with acquiring new facility.
<b>Resources and Approximate \$:</b> Facilities: Cost of relocation could range from a few hundred thousand dollars to several million dollars?
<b>Assessment Method/Date:</b> Meeting notes, architectural drawings, purchase/lease contract. This could be ongoing for several years. IN PROGRESS

### Admissions, Records and Financial Aid

<b>Objective #1 :</b> Maintain and improve student satisfaction ranking for Admissions and Records Office
<b>Responsibility:</b> Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
<b>Statement of Need:</b> Meet the needs of students at each VC location proportional with student enrollment increases
<b>Actions:</b> 1. Cross training personnel as needed proportionate with enrollment shifts and/or increases 2. Review allocation of personnel as needed for services at campus and centers
<b>Resources and Approximate \$:</b> Institutional Improvement
<b>Assessment Method:</b> Completion of CCSSE survey and receipt of results <b>Date:</b> August

### Instructional Services

<b>Objective #1:</b> Meet the student demand for courses and programs through the hiring of additional full-time and adjunct faculty.
<b>Responsibility:</b> Dean of Instructional Services, Division Chairs, Directors, and Coordinators
<b>Statement of Need:</b> High rates of closed classes and increased faculty loads in certain disciplines and programs.
<b>Actions:</b> 1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty. a. Associate Degree Nursing (institutionalize 2 ½ grant positions)

<ul style="list-style-type: none"> <li>b. Fine Arts (Music/Art)</li> <li>c. C.N.A. Instructor (Seymour)</li> <li>d. Administrative Assistant – Cosmetology CCC (relieve current administrative assistant of PBX operator duties)</li> <li>e. Police Academy/Criminal Justice</li> <li>f. EMS (credit plus continuing education programs)</li> </ul> <ol style="list-style-type: none"> <li>2. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).</li> <li>3. Maintain a 65%:35% full-time to part-time faculty load ratio within disciplines/programs.</li> </ol>
<b>Resources and Approximate \$:</b> <b>Personnel:</b> \$165,000 to institutionalize A.D.N. Grant positions: \$42,217 + benefits per instructor minimum
<b>Assessment Method:</b> Positions prioritized and recommended to Personnel committee; FTE Student/FTE Faculty KPIA Benchmark; Contact Hours Taught, KPIA Benchmark
<b>Date:</b> February 1, 2017 <b>1a, 1c, 2, AND 3 ACHIEVED</b>

<b>Objective #2:</b> Provide additional clinical support for ADN, LVN, and EMS programs in the form of a shared Clinical Coordinator position.
<b>Responsibility:</b> Dean of Instructional Services, Associate Dean of Instructional Services, ADN/LVN/EMS Directors
<b>Statement of Need:</b> Limited availability of clinical sites and competition among programs for clinical spots has increased need for unified approach to scheduling clinical rotations for allied health students.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review current roles and responsibilities of program administrators and faculty to determine if additional support is warranted and cost effective.</li> </ol>
<b>Resources and Approximate \$:</b> <b>Personnel:</b> \$35,000 + benefits
<b>Assessment Method/Date:</b> Recommendation to Personnel committee
<b>Date:</b> February 1, 2017 <b>ACHIEVED REVIEW – POSITION NOT FEASIBLE AT THIS TIME</b>

<b>Objective # 3:</b> Provide additional classroom/lab space at CCC for current and future needs.
<b>Responsibility:</b> Dean of Instructional Services, Associate Dean of Instructional Services
<b>Statement of Need:</b> Potential loss of Multi-purpose room at STC due to non-renewal of lease and potential movement of CIS program to CCC and the potential addition of new programs (Physical Therapy Assistant, Radiology Technician, Massage Therapy) at CCC.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review need, feasibility, and costs associated with the potential remodeling existing theater space at CCC for large multi-purpose classroom.</li> <li>2. Review need, feasibility, and costs associated with the potential remodeling of CCC718 for classroom utilization.</li> <li>3. Review the feasibility and costs associated with movement of CIS program from STC to CCC.</li> <li>4. Review adequacy of current open computer labs to meet student needs</li> </ol>
<b>Resources and Approximate \$:</b> \$? - <b>Facilities</b>

**Assessment Method/Date:** Recommendation to Facilities committee

**Date:** February 1, 2017 **ACHIEVED REVIEWS; ACTION 2 COMPLETED**

### Office of the President

#### Athletics

**Objective #1:** Provision of needed security coverage at all home athletic events.

**Responsibility:** Athletic Director

**Statement of Need:** The safety of all our students, student-athletes, parents, visiting teams and fans is important to the Athletic Department.

**Actions:**

1. Submit contest schedules to our Campus Security Department
2. Maintain a security presence at all home contests.

**Resources and Approximate \$:** Personnel, Security personnel, budgetary dollars.

**Assessment Method:** Presence of security at home events

**Date:** Spring 2017 **ACHIEVED**

#### Enterprise Resource Planning/Student Information System

**Objective #1 :** Provide students, faculty, staff, and administration with the information they need to make data informed decision

**Responsibility:** SIS Coordinator, SIS Task Force Team

**Statement of Need:** Replacement of the legacy system funded through the Title III grant

**Actions:**

1. Installation of the new ERP System
2. Migration of data completed and tested

**Resources and Approximate \$:** Technology/Title III Funds

**Assessment Method:** SIS Installation Completed

**Date:** December 2016

**Assessment Method:** Migration of Data Tested as Functional

**Date:** May 2017

#### Human Resources

**Objective # 1:** Post, advertise and recruit appropriate qualified faculty/staff for vacant positions for the college.

**Responsibility:** HR Director, HR staff and search committees

**Statement of Need:** to ensure the human resources of the college are met to continue quality administration and education to the students

**Actions:**

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

<ol style="list-style-type: none"> <li>5. Once the search committee has made their interview choices, set up and make arrangements for interviews; facilitate interviews.</li> <li>6. Complete paperwork and get President's approval for chosen candidate.</li> <li>7. Notify all candidates of decision.</li> <li>8. Notify the Board of Trustees of selection.</li> <li>9. New Employee paperwork/orientation.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement – Cost of advertising – Budget is approx. \$8,000
<b>Assessment Method/Date:</b> All required documentation for position postings, application files, interview notes and offer forms. – Ongoing throughout the year as needed. <b>IN PROGRESS</b>

<b>Objective # 2:</b> Develop an efficient online Onboarding for new employees.
<b>Responsibility:</b> HR Director, HR staff and task force
<b>Statement of Need:</b> to create an easy, efficient and thorough flow of paperwork and training for new employees
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Recruit Onboarding task force members from a broad selection of areas within Vernon College.</li> <li>2. Brainstorm and develop, through the task force, a thorough and efficient onboarding program for new employees.</li> <li>3. Implement the onboarding program.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement – use of mentors and current employees (little to no cost)
<b>Assessment Method/Date:</b> feedback and surveys of new employees after completion of orientation period – by August 2017 and ongoing <b>IN PROGRESS</b>

<b>Objective #3 :</b> Send out annual HR Survey
<b>Responsibility:</b> HR Director
<b>Statement of Need:</b> to provide effective services to accommodate current and future needs of personnel
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Email annual HR survey to employees to receive feedback on current services and any additional needs.</li> <li>2. Assess feedback for modifications needed to Human Resource services.</li> <li>3. Provide response to employees of any new implementations or changes to current services.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement \$0
<b>Assessment Method/Date:</b> Survey results and implementations <b>Date:</b> August 2017 <b>IN PROGRESS</b>

### Institutional Advancement

<b>Objective #1:</b> Respond to College funding needs through various fundraising methods.
<b>Responsibility:</b> Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Coordinator of Marketing and Alumni Relations; Advancement Specialist – Grant Developer

**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.

**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 gifts, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal, private funder, and state grant programs to determine viability for Vernon College support. Send 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 prepare and submit proposals to public and private funding agencies.
5. 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.
6. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.
7. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to “move up” to the next society as well as encourage other donors and prospects to increase their giving so that they can be “inducted” into a lifetime giving society.
8. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
9. Participate in the TACCF Annual Conference.
10. 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.
11. 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.

12. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
13. 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.
14. Work with the President, the Dean and Associate Dean of Instructional Services to encourage faculty and staff participation in grant writing on behalf of their programs and/or professional development opportunities.
15. Continue to build support for the Vernon College Foundation Annual Auction.
16. Attend relevant training programs in grantsmanship including grant writing, management, budgeting and evaluation methods.
17. Continue to serve as the Grant Manager for the college's Title III Grant.
18. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, 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. Knowledge of grant guidelines and federal regulations about grants.

#### Resources and Approximate \$:

1. **Institutional Improvement:** Funds to create and implement an annual Presidential-level Donor Recognition Event -- \$6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- \$5,000; attend the CRD Federal Funding Task Force and the CRD Annual Conference and TACCF Conference -- \$7,000. NCMPR Regional and Annual Conferences, TACCM Annual Conference -- \$7,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$6,000.
2. **Personnel:** Advancement Specialist -- Grant Developer -- \$35,000 - \$40,000
3. **Technology:** Renew annual Raiser's Edge software license -- \$9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- \$4,000. Implementation of on-line giving -- \$5,000. Renew annual MaestroSoft Pro Auction Software License -- \$4,000.

#### Assessment Method:

#### Date:

1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016. Not Achieved**
2. Sustained giving by current donors as well as new donors to the College and Foundation 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, 2017. In Progress**
3. On-line giving capability implemented by **August 31, 2017. Not Achieved. On Hold until implementation of new ERP/SIS System.**
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016. Achieved**

5. 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, 2017**. **In Progress**
6. Title III Year 2 funding received **October 1, 2016**. **Achieved**
7. 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, 2017 and ongoing**. **In Progress**
8. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2017**. **In Progress**
9. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2017**. **In Progress**
10. 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, 2017**. **In Progress**
11. Prospects identified and donors and prospects cultivated using standard “moves management” plans as evidence by reports noted above by **August 31, 2017 and on-going**. **In Progress**
12. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by **March 15, 2017**. **Achieved**
13. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **October 2016**. **Achieved**
14. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2017**. **In Progress**
15. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2017**. **In Progress**
16. Annual software licenses/maintenance contracts renewed by **August 31, 2017**. **Achieved**
17. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2017 and on-going**. **In Progress**
18. Alumni records researched and information added to the Raiser’s Edge (RE) database by **August 31, 2017 and on-going**. **In Progress**
19. Old giving records project completed by **August 31, 2017**. **In Progress**

### President/Effectiveness

<b>Objective #1:</b> The College will emphasize assessment activities and planning information from all components of the College to identify fiscal, physical, human and technological resources to accommodate current and future needs.
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To meet expected SACSCOC 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
<b>Actions:</b> Monitor and ensure that the Assessment Calendar and planning processes are followed.
<b>Resources and Approximate \$:</b> <b>Institutional Improvement</b> , no \$



**Assessment Method/Date:** As evidenced by completion of Assessment Calendar Communication forms, KPIA benchmark data, Annual Action Plans and budget allocation decisions **Date:** Annual with summation by July 1 **IN PROGRESS**

**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 SACSCOC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results, KPIA benchmark data. Title III evaluation plan 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**

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

**Responsibility:** President

**Statement of Need:** To meet expected SACSCOC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment Calendar results and KPIA benchmark data; and to ensure effective and efficient purchasing processes

**Actions:**

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

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

**Assessment Method/Date:** As evidenced by Annual Action Plan and budget **Date:** Ongoing annual review with summation by July 1 **IN PROGRESS**

**Objective #5:** The College will continue to initiate processes for review of technology feasibility reports.

**Responsibility:** President and Director of Institutional Effectiveness

**Statement of Need:** To meet SACSCOC compliance criteria and observed need from Annual Action Plans

**Actions:**

1. Will initiate a review process and review technology projects/feasibility reports from Technology Committee on an annual basis

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

**Assessment Method/Date:** As evidenced by meeting notes, pilot compensation forms and approved purchase requisitions **Date:** Ongoing annual review with summation by July 1 **ACHIEVED**

## Quality Enhancement – Division of Institutional Effectiveness

<b>Objective #1:</b> Integrate and maintain innovative technologies, including hardware and software, as piloted through the Feasibility Review of the Technology Committee.
<b>Responsibility:</b> Donnie Kirk, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator
<b>Statement of Need:</b> As outlined and directed in the Quality Enhancement Plan document. Identified best practices from the educational technology 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.
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Implement the Technology Request Process as determined and approved by the Technology Committee.</li><li>2. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.</li><li>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.</li><li>4. Provide training opportunities and technical support through the pilot mentor program (train the trainer) and the online VC Innovation Center in Blackboard.</li><li>5. Administer satisfaction survey during the academic year.</li></ol>
<b>Resources and Approximate \$:</b> <b>Institutional Improvement:</b> no \$ <b>Technology:</b> TOTAL: \$2,520.44 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 iPad Replenishment (2 iPad Air2 Wifi 16GB) - \$1,199.98 [\$499.99 (2) + \$100.00 (2 Case/Keyboard)] Reflector2/AirParrot2 License Upgrades – \$149.90 [\$14.99 X 10 Licenses]
<b>Assessment Method/Date:</b> <ol style="list-style-type: none"><li>1. Feasibility Reviews, Agendas, Minutes, Approved Budget. August 2017</li><li>2. Quality Enhancement Resource Inventory log. December 2016 <b>ACHIEVED</b> &amp; May 2017 <b>IN PROGRESS</b></li><li>3. Provide results from satisfaction survey. July 2017 <b>IN PROGRESS</b></li></ol>

<b>Objective #2 :</b> Support the Title III Initiative: Provide students, faculty, staff, and administration with the information they need to make data informed decisions
<b>Responsibility:</b> SIS Coordinator, ERP-SIS Task Force, SIS Implementation Team
<b>Statement of Need:</b> Replacement of the legacy system funded through the Title III grant

**Actions:**

1. Continue to serve on the ERP-SIS Task Force and SIS Implementation Team in a leadership capacity.
2. Assist with communication, training, and assigned tasks as they relate to the installation of the new ERP System.

**Resources and Approximate \$:** Technology/Title III Funds

**Assessment Method/Date:**

1. Agendas, Minutes, Scheduled Trainings July 2017

### Student Services

**Objective #1:** Provide all Vernon College employees with current emergency procedures guidelines.

**Responsibility:** Chief of Police and Dean of Student Services

**Statement of Need:** It is vital to the safety of everyone that all Vernon College staff have emergency training and access to written emergency training materials.

**Actions:**

1. Review the current Vernon College Emergency Procedures flip chart for accuracy and consolidation
2. Create a revised document and publish it
3. Provide revised printed document to all VC employees along with electronic training and distribute printed materials where appropriate

**Resources and Approximate \$:** Institutional Improvement \$1500 for printed emergency procedures documents

**Assessment Method:** revised emergency procedures provided to all employees and electronic training complete **Date:** May 2017

**Priority Initiative #7:**

**Enhance the technological infrastructure of the institution.**

### Administrative Services

**Objective #1:** Embrace our new ERP/SIS system and look for new and innovative ways to improve all financial processes.

**Responsibility:** All business office and bookstore personnel.

**Statement of Need:** Many of our day to day functions are awkward and cumbersome in our current system. We need to use the new system as a tool to help us automate and more efficiently process our functions and reports.

**Actions:**

1. Attend all available training sessions offered by the vendor.
2. Look for user group training sessions and send appropriate personnel to attend.
3. Contact other schools that are using the system and possibly make site visits to learn best practices.

**Resources and Approximate \$:** \$1,000 Institutional Improvement

**Assessment Method/Date:** All processes and reports completed ahead of established deadlines. **Date:** January 1, 2017 **ACHIEVED**

### Admissions, Records and Financial Aid

<b>Objective #1 :</b> Maintain and enhance technology infrastructure of the Admissions and Records Office
<b>Responsibility:</b> Director of Admissions and Records
<b>Statement of Need:</b> Admissions and Records must continuously maintain and enhance their technology in order to accomplish their primary responsibilities, meet students expectations for services, and comply with THECB and SACS requirements
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Monitor IT "Replacement List" for desktop computers for Admissions and Records staff of 12</li><li>2. Purchase 2 replacement printers for Admissions and records staff of 12</li><li>3. Monitor age of Scanners for replacement due to usage</li></ol>
<b>Resources and Approximate \$:</b> <b>Technology:</b> Scanners 1 @ \$1,000 = \$1,000 Dell or HP Printers 2 @ \$750 = \$1,500
<b>Assessment Method/Date:</b> Purchase of above before or during current academic year <b>Date:</b> August

<b>Objective #2 :</b> Maintain and enhance technology infrastructure of the Financial Aid Office
<b>Responsibility:</b> Dean of Admissions and Financial Aid/Registrar and Director of Financial Aid
<b>Statement of Need:</b> Financial Aid must continuously maintain and enhance technology in order to accomplish the primary responsibilities for the office, meet students expectations for services, and comply with Department of Education (DOE) technology requirements
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 10</li><li>2. Purchase 2 replacement printers for Financial Aid staff of 10</li><li>3. Monitor age of Scanners for replacement due to usage</li><li>4. Monitor Department of Education technology requirements for electronic processing</li></ol>
<b>Resources and Approximate \$:</b> <b>Technology:</b> 1. Scanners 1 @ \$1,000 = \$1,000 2. Printers 2 @ \$750 = \$1,500 3. DOE required processing computer (Est. \$1,500)
<b>Assessment Method:</b> Purchase of above before or during current academic year. <b>Date:</b> August

### Instructional Services

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

<ol style="list-style-type: none"> <li>1. Continue to investigate alternative equipment and/or technologies to Tandberg ITV systems including             <ol style="list-style-type: none"> <li>a) CISCO systems</li> <li>b) SKYPE for Business (currently available in Microsoft Office 365)</li> <li>c) Canvas Big Blue Button</li> </ol> </li> </ol>
<b>Resources and Approximate \$:</b> None? – Technology funds currently budgeted for support of ITV rooms
<b>Assessment Method:</b> Recommendation from Technology committee
<b>Date:</b> January 15, 2017 <b>ACHIEVED &amp; IN PROGRESS</b>

<b>Objective #2:</b> Implement the newly adopted ERP/SIS throughout Instructional Services.
<b>Responsibility:</b> Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
<b>Statement of Need:</b> Institutional decision to adopt a new ERP/SIS to replace POISE.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Ensure data migrated from the current POISE system to the new ERP/SIS is sufficient for Instructional Services purposes.</li> <li>2. Actively participate in professional development activities relative to utilization of the new ERP/SIS.</li> <li>3. Convert current Instructional Services processes and practices to the new ERP/SIS including but not limited to:             <ol style="list-style-type: none"> <li>a. Class schedule development</li> <li>b. Room assignment</li> <li>c. Course Schedule Advising</li> <li>d. Class roster certification</li> <li>e. Record of student attendance</li> <li>f. Early Alerts</li> <li>g. Grade submission</li> </ol> </li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement – Title III Grant supported
<b>Assessment Method:</b> Date(s) of implementation <b>Date:</b> September 30, 2017 <b>IN PROGRESS</b>

### Office of the President

#### Athletics

<b>Objective #1:</b> Integrate current and readily available technology assets for: 1) improvement of fan experience and increasing athletic program visibility; and 2) increasing the opportunities for academic success among currently enrolled student athletes.
<b>Responsibility:</b> Athletic Director, Assistant Athletic Director, Softball Coach, Baseball Coach, Volleyball Coach, Rodeo Coach.
<b>Statement of Need:</b> The athletic department is commonly referred to as the gateway to an educational institution because the far reaching appeal of sports garners interest in the campus and stimulates inquiries about academic programs offered that lead directly to student enrollment. Additionally, there is direct correlation between the availability of appropriate educational technology and improved student athlete performance.

**Actions:**

1. Provide internet connectivity at the baseball and softball game facilities and the competition gym.
2. Allow option of in game, real-time scoring of softball and baseball games with the use of table based (iPad) digital scorebook systems (Game Changer digital scorebook for softball and baseball).
3. Provide the option of video recording of games (softball, baseball, and volleyball) and practices (softball, volleyball) for archiving, scouting, and the promotion of our student athletes to four year colleges/intuitions to continue their playing careers.
4. Utilize campus technology resources for the purposes of live stream broadcasting of games for improvement of fan accessibility and promotion of the Vernon College Athletics brand (bringing traffic to the Vernon College web site).
5. Utilize campus computer labs/classrooms to provide all team members online access during study hall sessions (softball, baseball, rodeo, and volleyball).
6. Provide student athletes with personal USB hard drives for use in the creation and storage of academic assignments (softball).
7. Purchase of two Verizon Jetpack wireless internet routers for use on bus trips (softball, baseball and volleyball) and maintenance of a 30GB per/month subscription.

**Resources and Approximate \$:** Facilities, Technology; Campus facilities, camera equipment and memory cards, campus internet access, Verizon Jetpacks and monthly subscription divided amongst softball, baseball, and volleyball each month, previous Vernon College Foundation grant, Quality Enhancement department assets (iPads and broadcasting hardware).

**Assessment Method:** Review of student athlete academic performance via GPA review/parent and fan feedback on the availability and quality of video content from home games. **Date:** Summer 2017 **ACHIEVED**

**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 Services Specialist, Advancement Specialist -- Grant Developer

**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; AwardSpring -- 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. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, 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. Knowledge of grant guidelines and federal regulations about grants.
2. 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.
3. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
4. 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.
5. 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.
6. 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.
7. Assist students with the completion of their AwardSpring applications.
8. 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.
9. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.
10. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.

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

1. **Personnel:** Advancement Specialist -- Grant Developer -- \$35,000 - \$40,000
2. **Technology:** Renew annual Raiser's Edge software license -- \$9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- \$4,000. Implementation of on-line giving -- \$5,000. Renew annual MaestroSoft Pro Auction Software License -- \$4,000. Renew AwardSpring annual software license -- \$9,000 and on-line giving tool -- \$5,000. Alumni E-Newsletter -- \$4,500. Funds to

obtain other relevant software licenses if it is determined that such a license will enhance/upgrade the ability of Institutional Advancement to increase support of college funding needs.

**Assessment Method:**

**Date:**

1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016. Not Achieved**
2. Annual software licenses/maintenance contracts renewed by **August 31, 2017. Achieved**
3. On-line giving tool implemented by **August 31, 2017. Not Achieved. On hold until the implementation of the new ERP/SIS System.**
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, 2017 and on-going. In Progress.**
5. Funding sources researched through Metasoft software by **August 31, 2017 and on-going. In Progress**
6. Students assisted with 2016-2017 AwardSpring Applications by **March 1, 2017. Achieved**
7. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2017 and on-going. In Progress**
8. Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2017 and on-going. In Progress**

**President/Effectiveness**

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

**Responsibility:** President and Director of Institutional Effectiveness

**Statement of Need:** To ensure effective and efficient purchasing processes

**Actions:**

1. Monitor and ensure that Assessment and Planning calendars are followed
2. Ensure production of Annual Technology Action Plan
3. Review IT Management Annual Report

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

**Assessment Method/Date:** Completion of Assessment Calendar and planning calendar as evidenced by minutes, Communication Reports, agendas and meeting notes, IT Management Annual Report **Date:** Ongoing annual review with summation by **July 1 ACHIEVED**

**Objective #2:** The College will utilize assessment data and planning information from all components of the institution to develop a three to five year technology plan. The plan will include infrastructure needs as well as a well-defined PC replenishment plan.

**Responsibility:** President and Director of Institutional Effectiveness

**Statement of Need:** To ensure effective and efficient purchasing processes

**Actions:**

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

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



**Assessment Method/Date:** As evidenced by submitted plans **Date:** Annual with review by **July 1 IN PROGRESS**

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

**Responsibility:** President

**Statement of Need:** To ensure efficient and effective purchasing processes

- Actions:**
1. Ensure development of a Technology Plan
  2. Monitor and ensure budget development
  3. Continue utilization of third party IT vender to ensure successful IT infrastructure and operations
  4. Review IT Management Annual Report
  5. Implementation of new ERP/SS including all infrastructure requirements

**Resources and Approximate \$:** Institutional Improvement, no \$; Technology, Title III funds

**Assessment Method/Date:** As evidenced by Technology Plan and budget, IT Management Annual Report; Title III Interim and Annual Reports

**Date:** Annual with summation by **July 1 IN PROGRESS**

**Objective #4:** Maintain and enhance technology infrastructure of the President’s Office

**Responsibility:** Administrative Secretary to the President

**Statement of Need:** To ensure continuous maintenance and enhancement of technology in order to accomplish primary responsibilities of Institutional Advancement, Human Resources, and Institutional Effectiveness

- Actions:**
1. Maintain hardware and software inventory, and anticipated replacement rotation list
  2. Monitor and ensure budget development for efficient purchasing

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

**Assessment Method/Date:** As evidenced by inventory list and budget **Date:** Annual with summation by **January 1 ACHIEVED**

**Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Ensure the viability of educational technologies through the Quality Enhancement Resource Inventory (QERI).

**Responsibility:** Donnie Kirk, Director of Quality Enhancement

**Statement of Need:** The first Quality Enhancement Plan (VConnected) was integrated into the infrastructure of the institution by ensuring that technology tools and technical support continue to be available to faculty, staff, and Board of Trustees. Technology is a tool used to increase student learning and student engagement. In order to sustain the Quality Enhancement Resource Inventory (QERI), oversight is provided by the Technology Committee. Evidence of the need for such sustainability can be found in the Student Instructional Report (SIR II) data; Key Performance Indicators of Accountability (KPIA’s) – specifically CCSSE benchmarks, Graduation, Persistence, and Retention, SENSE benchmarks; and CCSSE/SENSE individual results.

**Actions:**

1. Chair Technology Committee.
2. Review and update the charge of the Technology Committee as needed.
3. Implement a Technology Request Process to ensure communication across departments, appropriate timeline for project completion, and availability of training and support.
4. Provide training and support to end users through appropriate resources.
5. Provide technical and operational support at Board of Trustees meetings.

**Resources and Approximate \$:** Institutional Improvement, no \$; Technology, no \$

**Assessment Method/Date:**

1. Committee Charge, Agendas, Minutes, QERI Log (Board of Trustees support). July/August 2017 IN PROGRESS

### Student Services

**Objective # 1 :** Provide Student Services support to the selection and implementation of the new ERP SIS system at Vernon College.

**Responsibility:** Dean of Student Services and Associate Dean of Student Services

**Statement of Need:** Vernon College will be selecting, installing, migrating and using a new ERP SIS in the near future. This will be a tremendous change and upgrade for every Student Services employee.

**Actions:**

1. Show support for change by 100% attendance at all ERP SIS task force meetings.
2. Participate in vendor meetings and demonstrations for the new ERP SIS.
3. Fully participate in migration and implementation of the new ERP SIS by assuring that Student Services staff have 100% attendance at all trainings.

**Resources and Approximate \$:** commitment of employee time, Institutional Improvement

**Assessment Method:** Meeting minutes attendance records and training records **Date:** August 2017

**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

**Athletics**

**Objective #1:** Discuss fundraising possibilities for each sport in an attempt to increase external funding from multiple sources.

**Responsibility:** Athletic Department

**Statement of Need:** As new programs are being implemented at other colleges Vernon College must remain in the forefront as a viable option for student/athletes. This will allow the student/ athlete to continue their athletic/academic successes.

**Actions:**

1. Identify and access new fundraising partners/resources.
2. Investigate development of alumni booster groups for each sport.
3. Coaches will develop individualized fundraising plans.

**Resources and Approximate \$:** Institutional Improvement, Athletic Department time

**Assessment Method:** Fundraising activity, revenue generated **Date:** Summer 2017 **IN PROGRESS**

### Institutional Advancement

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

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

**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.

**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 gifts, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal, private funder, and state grant programs to determine viability for Vernon College support. Send 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 prepare and submit proposals to public and private funding agencies.
5. 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.

6. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.
7. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to “move up” to the next society as well as encourage other donors and prospects to increase their giving so that they can be “inducted” into a lifetime giving society.
8. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
9. Participate in the TACCF Annual Conference.
10. 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.
11. 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.
12. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
13. 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.
14. Work with the President, the Dean and Associate Dean of Instructional Services to encourage faculty and staff participation in grant writing on behalf of their programs and/or professional development opportunities.
15. Continue to build support for the Vernon College Foundation Annual Auction.
16. Attend relevant training programs in grantsmanship including grant writing, management, budgeting and evaluation methods.
17. Continue to serve as the Grant Manager for the college's Title III Grant.
18. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, 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. Knowledge of grant guidelines and federal regulations about grants.

**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 Conference -- \$7,000. NCMPR Regional and Annual Conferences,

TACCM Annual Conference -- \$7,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$6,000.

2. **Personnel:** Advancement Specialist -- Grant Developer -- \$35,000 - \$40,000
3. **Technology:** Renew annual Raiser's Edge software license -- \$9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- \$4,000. Implementation of on-line giving -- \$5,000. Renew annual MaestroSoft Pro Auction Software License -- \$4,000.

**Assessment Method:**

**Date:**

1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016. Not Achieved**
2. Sustained giving by current donors as well as new donors to the College and Foundation 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, 2017. In Progress**
3. On-line giving capability implemented by **August 31, 2017. Not Achieved. On hold until implementation of the new ERP/SIS System**
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016. Achieved**
5. 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, 2017. In Progress**
6. Title III Year 2 funding received **October 1, 2016. Achieved**
7. 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, 2017 and ongoing. In Progress**
8. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2017. In Progress**
9. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2017. In Progress**
10. 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, 2017. In Progress**
11. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2017 and on-going. In Progress**
12. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by **March 15, 2017. Achieved**
13. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes -- **October 2016. Achieved**
14. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2017. In Progress**
15. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2017. In Progress**
16. Annual software licenses/maintenance contracts renewed by **August 31, 2017. Achieved**

17. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2017 and on-going. In Progress**
18. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2017 and on-going. In Progress**
19. Old giving records project completed by **August 31, 2017. In Progress**

**Objective #2:** Continue to develop an active Ex-Students Association that will increase alumni awareness about the College and the Foundation, participation in events, and philanthropic support.

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

**Statement of Need:** Vernon College needs a strong alumni base to support its marketing, philanthropic support, and recruiting efforts.

**Actions:**

1. Create a culture of ownership among alumni/ex-students in support of Vernon College.
2. Research old student files in the college database, microfilm, other archival and public records to add the relevant information to the Raiser's Edge (RE) database using Prospect Research best practice methodologies.
3. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.
4. Utilize social networking media and other technological tools to maintain contact with identified alumni and as a recruiting vehicle for the Vernon College Ex-Students Association.
5. Using segmentation through the RE database, develop and implement affinity group alumni annual events such as the program specific and athletic team events.
6. Research different Distinguished Alumni Recognition Programs and develop and implement a plan for a program best suited to Vernon College's Ex-Students Association.
7. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
8. Continue an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Mail Chimp.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations and proposed Alumni Relations Specialist to attend alumni training programs.
10. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.
11. Non-computerized Alumni records researched and information added to the Raiser's Edge (RE) database.
12. Research and create events to involve alumni in the college.

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

1. **Institutional Improvement:** Funds for annual affinity group alumni events -- \$10,000; for alumni recognition items -- \$5,000; Coordinator of Marketing and Alumni Relations participating in alumni training programs -- \$4,500. Continuation of Alumni monthly E-Newsletter writing and design -- \$3,500.
2. **Technology:** Alumni E-Newsletter distribution on a monthly basis using Mail Chimp -- \$3,500.

**Assessment Method:**

**Date:**

1. Increased number of current alumni addresses, email and telephone numbers added to the RE database by **August 31, 2017 and on-going. In Progress**
2. Once added to RE, add alumni information to each record by **August 31, 2017 and on-going. In Progress**
3. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes, and social media interaction by **August 31, 2017. In Progress**
4. Monthly Alumni E-Newsletter implemented with subscribing growth once new information is added by **August 31, 2017 and on-going. In Progress**
5. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by **August 31, 2017. Not Achieved**

**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; 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 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. Through sponsorships provide visibility for Vernon College support community events such as but not limited to Calle Ocho, MLK Breakfast, The Kemp Home and Garden Show, River Bend Nature Center Electricritters, area stock shows, Vernon Summer's Last Blast, Santa Rosa Round-up, Pro-Rodeo advertising, Wichita Falls Adult Literacy Annual Spelling Bee, Hispanic Education Summit, ad in area cultural programs, etc.
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. Use photographs taken at events and around college facilities 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, Google adwords, Twitter as well as other social media outlets.
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. Continue to work with Crane West as the college's marketing firm.
14. Attend the NCMPR Regional and Annual Conferences and the TACCM Annual Conference.
15. Maintain Vernon College give-away items.

**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 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, area stock show sponsorships, Santa Rosa Rodeo, Vernon Summer's Last Blast, etc. -- \$15,000; Attend the NCMPR Regional and Annual Conferences, TACCM Annual Conference -- \$5,000; Publish the President's Annual Report -- \$7,500; Specialty advertising such as the Pro Rodeo Ad, area cultural programs -- \$2,500.

**Assessment Method:**

**Date:**

1. Maintain relationship with Crane West as the college's marketing consultant by **August 31, 2017** and on-going. **Responsibility moved to Coordinator of Marketing and Community Relations.**
2. Annual website review by **August 31, 2017** and on-going. **Responsibility moved to Coordinator of Marketing and Community Relations**
3. President's Annual Report disseminated by **February 2017**. **Achieved. Responsibility moved to Coordinator of Marketing and Community Relations.**
4. Annual review of procedures, processes and practices for maintaining the Vernon College website by **August 31, 2017** and ongoing. **Responsibility moved to Coordinator of Marketing and Community Relations.**
5. Increase social media marketing and students' emails throughout the year by **August 31, 2017**. **Responsibility moved to Coordinator of Marketing and Community Relations**



6. Community event sponsorships by **August 31, 2017** and on-going as documented by organizations program/website/banners, etc. **In Progress**
7. Target marketing strategies to promote specific scholarships to area high schools develop and in place by **August 31, 2017**. **Achieved**

**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 AwardSpring (formerly STARS) Online Scholarship Application 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 AwardSpring online scholarship application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with AwardSpring 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 ISD, Throckmorton ISD, WFISD and Windthorst ISD 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 Admissions Office to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations about the college's on-line application process as requested.
11. From September to December review AwardSpring 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. 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.
13. 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 scholarships 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 \$:**

1. **Institutional Improvement:** Scholarship marketing tool -- \$3,500
2. **Technology:** Renew annual AwardSpring Software License -- \$9,000

**Assessment Method:**

**Date:**

1. Scholarship page on College website updated and new scholarship information added by **August 31, 2017** and on-going. **In Progress**
2. AwardSpring presentations as requested; evidenced by appointments calendar by **August 31, 2017** and on-going. **Achieved**
3. Continue “one stop shop” scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with AwardSpring or other scholarship applications by **August 31, 2017** and on-going. **Achieved**

4. AwardSpring annual license renewed by **September 30, 2016**. **This license was not renewed. The College signed a contract with AcademicWorks, a more robust on-line scholarships platform. Achieved.**
5. Scholarship marketing tool designed and implemented by **November 30, 2016**. **Not Achieved; project being re-evaluated.**
6. Number of targeted press releases and letters sent by **March 1, 2017**. **Achieved**

### President/Effectiveness

<b>Objective #1:</b> The College will support process review and recommendations for change of fundraising activities to enhance external funding.
<b>Responsibility:</b> President
<b>Statement of Need:</b> Enhanced scholarship opportunities through fundraising and capital projects; to target the Key Performance Indicators of Accountability benchmarks for Percent of 12 County Service Area High School Graduates who go to College, and Financial Aid
<b>Actions:</b> 1. Direct review of fund raising activities
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Philanthropic reports, departmental recommendations, institutional scholarship dollars awarded <b>Date:</b> July 1 <b>IN PROGRESS</b>

<b>Objective #2:</b> The College will support efforts to strengthen alumni relations.
<b>Responsibility:</b> President
<b>Statement of Need:</b> To ensure effective and efficient Institutional Advancement results
<b>Actions:</b> 1. Support alumni newsletter and meetings 2. Encourage participation of alumni through personal contact
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidenced by newsletters, agendas, minutes and meeting notes <b>Date:</b> Ongoing annual review with summation by July 1 <b>IN PROGRESS</b>

<b>Objective #3:</b> The College will ensure focus on external fund raising through support of personnel, processes, and technology.
<b>Responsibility:</b> President
<b>Statement of Need:</b> As evidenced by Annual Action Plan
<b>Actions:</b> 1. Ensure appropriate software updates 2. Review external fund raising processes
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidenced through budget, gift income recorded and segmented mailings <b>Date:</b> July 1 <b>IN PROGRESS</b>

**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 high performing schools processes, policies, procedures, practices, and programs
2. Continued review and improvement to the registration process
3. Review CCSSE and SENSE data to identify high performing schools in Records and Registration areas. Review 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. Implement use of "Live Forms" software for use in Admissions and records Office for service improvement

**Resources and Approximate \$:** Institutional Improvement Transcript Outsourcing??? \$\$\$

**Assessment Method/Date:** Review completed upon completion of surveys and receipt of results / CCSSE August and SENSE April

**Objective #2 :** Compliance with SACSCOC Comprehensive Standard 3.4 All Educational Programs 3.4.3

**Responsibility:** Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records

**Statement of Need:** The institution publishes admissions policies that are consistent with its mission. (Admissions Policies) (3,.4.3)

**Actions:**

1. Review Admissions Policies annually with VC Admissions Committee for consistency with the College mission

**Resources and Approximate \$:** Institutional Improvement

**Assessment Method/Date:** Admission Committee meeting minutes **Date:** March

**Objective #3 :** Compliance with SACSCOC 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
<b>Resources and Approximate \$:</b> Institutional Improvement
<b>Assessment Method/Date:</b> Annual email communication with IT POISE administrator <b>Date:</b> March

<b>Objective #4 :</b> Use SENSE and CCSSE data to increase survey driven scores for Financial Aid
<b>Responsibility:</b> Director of Financial Aid
<b>Statement of Need:</b> Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes
<b>Actions:</b> 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
<b>Resources and Approximate \$:</b> Institutional Improvement
<b>Assessment Method:</b> Review completed upon completion of surveys and receipt of results <b>Date:</b> CCSSE August/SENSE April <b>NOT ACHIEVED</b>

<b>Objective #5 :</b> Compliance with SACSCOC Section 4: Federal Requirements 4.7
<b>Responsibility:</b> Dean of Admissions and Financial Aid/Registrar and Director of Financial Aid
<b>Statement of Need:</b> The institution must stay in compliance with its program responsibilities under Title IV of the most recent <i>Higher Education Act</i> 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
<b>Actions:</b> 1. Attend annual DOE conference and other professional development opportunities
<b>Resources and Approximate \$:</b> Institutional Improvement: Travel budget of approximately \$2,000
<b>Assessment Method:</b> Unqualified audit with no management letter notations or findings <b>Date:</b> December <b>ACHIEVED</b>

### Instructional Services

<b>Objective #2 :</b> Continue to enhance Program & Discipline Evaluation instruments and Institutional Effectiveness plans
<b>Responsibility:</b> Dean of Instructional Services, Associate Dean of Instructional Services, Director of Institutional Effectiveness, Division Chairs, Directors, and Coordinators.
<b>Statement of Need:</b> Institutional Effectiveness, THECB, and SACSCOC requirements
<b>Actions:</b> 1. Review Program & Discipline Evaluation instruments and Institutional Effectiveness plans and revise as needed.
<b>Resources and Approximate \$:</b> None - Institutional Improvement

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

**Date:** March 1, 2017 **ACHIEVED**

**Objective #3:** Continue to review and revise CTE program level outcomes and assess the extent to which these outcomes are achieved.

**Responsibility:** Dean of Instructional Services, CTE Division Chairs, Directors, Coordinators, and Faculty

**Statement of Need:** Institutional, THECB, and SACSCOC requirement

**Actions:**

1. Continue to refine assessment and documentation efforts.
2. Report assessment results on an annual basis to Advisory Committees.

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

**Assessment Method:** Advisory Committee Minutes, Program Evaluation Instrument

**Date:** August 1, 2017 **ACHIEVED & IN PROGRESS**

### Office of the President

#### Athletics

**Objective #1:** Obtain athlete feedback in regards to coaching staff.

**Responsibility:** Athletic Director, Assistant Athletic Director

**Statement of Need:** All departments within Student Services who have direct student contact are reviewed by students either through the SENSE, CCSSEE or internal surveys. At this time there is no opportunity for athletes to give anonymous feedback on the coaching staff. By developing a brief, valid and anonymous survey athletes will be able to give feedback related directly to coaching interactions with the athlete. The results of this feedback can be reviewed for use in annual planning, personnel reviews and the Institutional Effectiveness Planning process.

**Actions:**

1. Create an anonymous survey relating strictly to the coaching staff.
2. Each team member will complete the survey.
3. Review of survey with each coach by Athletic Director.

**Resources and Approximate \$:** Institutional Improvement, Technology; Athletic Department time, continuation of survey monkey contract.

**Assessment Method:** Results of surveys

**Date:** March 2016 **ACHIEVED**

#### Enterprise Resource Planning/Student Information System

**Objective #1 :** Assess the impact of ERP functions and stakeholder satisfaction

**Responsibility:** SIS Coordinator, Director of Institutional Effectiveness, Student Success Pathway Coordinator

**Statement of Need:** Ensure full utilization, functionality, and satisfaction of the ERP system

**Actions:**

1. Administer formative and interim surveys, personal interviews, and focus groups

<b>Resources and Approximate \$:</b> Institutional Improvement/ Title III Grant Funding	
<b>Assessment Method:</b> Quantity of formative surveys	<b>Date:</b> August 2017
<b>Assessment Method:</b> Quantity of participants and documented results	<b>Date:</b> August 2017

### Human Resources

<b>Objective #1 :</b> Review/update policies in Employee Handbook.
<b>Responsibility:</b> HR Director and Employee Handbook Committee
<b>Statement of Need:</b> to ensure ongoing compliance with state/federal rules and regulations, benefits updates, and policies and procedures
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Employee Handbook Committee will review for policies that need to be updated or amended on an annual basis through committee meetings and follow up.</li> <li>2. Policies will be researched.</li> <li>3. Update/amend policies.</li> <li>4. Seek appropriate approvals.</li> <li>5. Employee Handbook updated online.</li> <li>6. Employee Notifications sent out via email.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement \$0
<b>Assessment Method/Date:</b> Updated Employee Handbook online by August 2017 <b>IN PROGRESS</b>

### Institutional Advancement

<b>Objective #1 :</b> Review and update as necessary communications, marketing and Institutional Advancement policies and procedures.
<b>Responsibility:</b> Director of Institutional Advancement/Executive Director, Vernon College Foundation, Coordinator of Marketing and Alumni Relations, Advancement Services Specialist.
<b>Statement of Need:</b> All Departmental policies and procedures should be reviewed annually to ensure compliance with accrediting agency and governing rules and regulations.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Conduct an annual review of recruiting, communications, marketing and Institutional Advancement policies and procedures.</li> <li>2. Update any policies to reflect rules changes issued by accrediting agency and/or other governing rules and regulations.</li> <li>3. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement; No \$ needed
<b>Assessment Method:</b> <b>Date:</b> <ol style="list-style-type: none"> <li>1. Annual reviews and updates, if needed, completed by August 31, 2017. <b>Achieved</b></li> </ol>

## President/Effectiveness

<b>Objective #1:</b> 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.
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To meet expected SACSCOC compliance criteria and to ensure that all stakeholders have a clear understanding
<b>Actions:</b> <ol style="list-style-type: none"><li>1. To annually review mission documents in meetings</li></ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidenced agendas, minutes and meeting notes <b>Date:</b> December 2017 <b>ACHIEVED</b>
<b>Objective #2:</b> The College will update and adhere to KPIA benchmarks, an assessment activity calendar, planning calendar and budget cycle to ensure institutional accountability
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To ensure data driven, effective and efficient decision making; to target KPIA benchmark Budget Revenue and Expenditure
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Monitor, update and ensure the adherence to assessment, planning and budgeting cycle calendars</li><li>2. Review and update KPIA data and benchmarks</li></ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidenced by calendars and their completion, Key Performance Indicators of Accountability, Annual Action Plans and the operating budget <b>Date:</b> Ongoing annual review with summation by July 1 <b>IN PROGRESS</b>
<b>Objective #3:</b> The College will continually scan the local, regional, state and national trends and environments to realistically prepare for a future shaped by societal and economic trends.
<b>Responsibility:</b> President
<b>Statement of Need:</b> All employees need to be informed of future needs
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Participate in local and regional focus groups</li><li>2. Participate in state and national conferences</li><li>3. Budget for journals and newspapers</li></ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> As evidenced through participation in focus groups, conferences and component Annual Action Plans and budgets <b>Date:</b> Ongoing annual review with summation by July 1 <b>IN PROGRESS</b>



<b>Objective #4:</b> The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To meet expected SACSCOC compliance criteria; to ensure the College's Strategic Plan clearly defines the mission; and to ensure all stakeholders are informed
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Distribute institutional accountability report</li> <li>2. Distribute President's Annual Report</li> <li>3. Conduct review and update of the strategic planning process and document</li> <li>4. Update software technology to facilitate college wide planning, program review and assessment</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement: \$10,000 for production of reports
<b>Assessment Method/Date:</b> Development of reports by July 1 and update of strategic plan document, software recommendation by August 1 IN PROGRESS

<b>Objective #5:</b> The College will complete an institutional self-study to ensure ongoing SACSCOC compliance in preparation for the SACSCOC Compliance Certification (10 year report).
<b>Responsibility:</b> President, Director of Institutional Effectiveness and Administrative Team
<b>Statement of Need:</b> To meet expected SACSCOC compliance criteria which requires a 10 year compliance report; periodic institutional self-studies will assist in ensuring ongoing documentation of compliance
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review SACSCOC compliance criteria and update policies, practices, processes and procedures as necessary</li> <li>2. Utilize software technology to increase efficiency of completion and submission of SACSCOC reports</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Completion of institutional self-study by August 1 IN PROGRESS

<b>Objective #6:</b> The College will review and update the responsibilities and members of standing committees.
<b>Responsibility:</b> President and Administrative Team
<b>Statement of Need:</b> To ensure appropriate, effective and efficient representation and charge to committees for the entire strategic planning and assessment process
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review and update standing committee membership, purpose and responsibilities</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, no \$
<b>Assessment Method/Date:</b> Revised standing committees by July 1 IN PROGRESS

<b>Objective #7:</b> The College will register for membership of the American Association of Community College Volunteer Framework of Accountability (VFA).
<b>Responsibility:</b> President and Director of Institutional Effectiveness
<b>Statement of Need:</b> To participate in and utilize data from a recognized benchmark data related process. Note, not achieved in 2015-2016 so repeated in 2016-2017 annual action plan.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Participate in data entry for the VFA</li> <li>2. Participate in VFA related conference and webinars</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement, estimated \$2000 membership dues and \$2000 travel
<b>Assessment Method/Date:</b> Revised standing committees by July 1 <b>NOT ACHIEVED</b>

### Quality Enhancement – Division of Institutional Effectiveness

<b>Objective #1:</b> Administer, analyze, and share information for assessments to be used for benchmarking and comparability purposes.
<b>Responsibility:</b> Donnie Kirk, Director of Quality Enhancement
<b>Statement of Need:</b> As originally outlined and directed in the Quality Enhancement Plan document and for use in assessment and benchmarking for the reading and comprehension Quality Enhancement Plan. Key Performance Indicators of Accountability (KPIA) assessment information needed for institutional accountability.
<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Administer the Community College Survey of Student Engagement (CCSSE). Analyze the CCSSE data and information to prepare and present results and findings.</li> <li>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.</li> <li>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.</li> <li>4. Distribute the results and findings from other assessments; such as QERI Survey, Technology Committee Feasibility Reviews, and Professional Development; as needed.</li> </ol>
<b>Resources and Approximate \$:</b> Institutional Improvement: Funding for CCSSE & CCFSSSE Survey: \$5,940 Est. based on 2015 costs
<b>Assessment Method/Date:</b> <ol style="list-style-type: none"> <li>1. Survey administration completion. April 2017 <b>ACHIEVED</b> Survey results for CCSSE shared with each component of the college by August 2017 - dates, agendas, and participation. <b>IN PROGRESS</b></li> <li>2. Dates, agendas, and participation. August 2017 <b>IN PROGRESS</b></li> </ol>

## Student Services

### Student Success Pathway

<b>Objective #1 :</b> To ensure Title III assessment plan is implemented and followed and planned in the grant narrative
<b>Responsibility:</b> SSP Team
<b>Statement of Need:</b> To asses and use results for improvement as described in the Title III grant narrative
<b>Actions:</b> <ol style="list-style-type: none"><li>1. Discuss/follow plans as outlined in the grant narrative</li><li>2. Review in team meetings and report progress to SSP Task Force and Title III Oversight Committee</li></ol>
<b>Resources and Approximate \$:</b> Institutional Improvement-no\$
<b>Assessment Method:</b> Evaluation plan of grant (including interim and annual reports); SSP Task Force and Oversight Committee minutes, agendas, and exhibits. <b>Date:</b> August 2017