

Institutional Improvement

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 #1: Improve financial aid advising services to both prospective and enrolled students

Responsibility: Director of Financial Aid

Statement of Need: Benchmarks from CCSSE denote need for improved financial aid advising and outreach services to prospective and enrolled students

Actions:

1. Participate in New Student Orientation (NSO)
2. Participate in Chap Express
3. Outreach to financial aid applicants with personalized letter from VC President
4. Provide Financial Aid outreach presentations to high school students/parents, counselors, and community members
5. Review CCSSE scores and results with staff and discuss ideas for improvement of Financial Aid advising and services
6. Explore additional texting of students in order to improve communications
7. Explore focus group to seek suggestions for improvement of financial aid services
8. Explore creation of Financial Aid Webinar

Resources and Approximate \$: Institutional Improvement: Time, Effort, and Supplies (approx. \$1,250) Technology: Texting software of \$3,000

Assessment Method: Improvement of CCSSE benchmarks **Date:** August

Objective #2 : Enhance recruiting efforts to increase enrollment and contact hours

Responsibility: Recruiting Coordinator, Director of Admissions and Records, and Dean of Admissions and Financial Aid/Registrar

Statement of Need: Increased enrollment and contact hours are important factors in the economic condition of the College

Actions:

1. Evaluate and access direct encounters for the overall recruiting process.
2. Increase enrollment and contact hours over the previous fall numbers.

3. Develop and participate in events designed to recruit students, emphasizing VC programs, services and affordability. (Including GenTX Day, Sophomore Roundup, Preview Day (Vernon Campus), TACARO High School Fairs, VC Financial Aid Nights, Career Fairs, etc.)
4. Showcase VC programs, services, and affordability to student and community groups through campus/center tours, website pictures, videos, and slideshows.
5. Develop a larger presence in area schools to help create a college going culture in the College's 12 county service area by conducting presentations about VC, college in general, and the need for continued education beyond high school.
6. Work with VC program directors and coordinators to assist in recruiting prospects for specific CTE programs.
7. Aggressively recruit special populations such as veterans, minority groups, etc. and provide community outreach.
8. Begin a new recruitment effort to reach out to key business partners and discuss alternative credit with their employees.
9. Create awareness of the new College Credit for Heroes program to promote opportunities for military and veteran students.
10. Incorporate designated staff into the recruiting processes of tours, recruiting calls, and follow-up assistance for prospects to apply for admissions and complete the steps necessary for enrollment.

Resources and Approximate \$: Institutional Improvement: Recruiting materials \$8,000 Travel \$6,000 Conferences/Memberships \$2,500 Events \$7,000

Assessment Method:	Date:
1. Utilization of recruiting reports generated from POISE	August
2. Enrollment and contact hour numbers for fall semester	August
3. Recruiting events held and attended	August
4. Community and student group programs held and attended	August
5. Visits to area schools and presentations	August
6. Implementation of strategic communications plan in ERP	August
7. CTE contact hours	August
8. Utilization of designated staff for recruiting and follow-up assistance	August

Objective #3 : Enhance and implement an in depth communication process to prospective students to encourage enrollment

Responsibility Recruiting Coordinator, Director of Admissions and Records, and Dean of Admissions and Financial Aid/Registrar

Statement of Need: Frequent communication is necessary to increase student enrollment

Actions:

1. Develop and implement a strategic communication plan for prospective students leading to application and enrollment
2. Explore other possible forms of communications such as text messaged, social media, etc.
3. Expand upon the calling project implemented in the summer of 2015
4. Establish a live chat component on the website to assist prospective students
5. Explore alternative and best practices to communicate with prospective students outside of normal business hours

Resources and Approximate \$: Institutional Improvement: Printer \$400 Postcards \$6000 Letters \$1000 Email Campaign \$2200

Assessment Method:	Date: September
<ol style="list-style-type: none"> 1. Survey incoming students on the impact of the communication plan 2. Report of identified communication barriers and strategies to overcome barriers 	

Objective #4 : Provide seamless access to Admissions services for prospect students to assist and facilitate recruitment efforts	
Responsibility: Dean of Admissions and Financial Aid/Registrar and Director of Admissions and Records	
Statement of Need: Simplification of the Admission process and subsequent enrollment procedures is required to increase student enrollment	
Actions: <ol style="list-style-type: none"> 1. Increase communication between period from application to student enrollment 2. Work with recruiting to streamline the migration process from prospect to applicant and enrollment 3. Participation in recruitment activities for both regular students and dual credit 4. Explore use of "Chaps TV" for admissions instructional videos on Apply Texas, residency questions, dual credit, and Campus Connect 	
Resources and Approximate \$: Institutional Improvement	
Assessment Method: IPEDS 12-Month Enrollment Numbers	Date: November

Objective #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: <ol style="list-style-type: none"> 1. Send progress reports to notify students of their academic status at semester end 2. Refinement and additions to "Student Success thru Communication" functions to educate students about College 3. Participate in "Early Alert" initiatives of POISE module 4. Notify students of President or Dean List honors each Fall and Spring semester 5. Explore use of "Chaps TV" for student success videos on attendance, withdraw, services, academic standards, etc. 	
Resources and Approximate \$: Institutional Improvement	
Assessment Method: Student retention as measured by Fall to Spring enrollments (THECB 001s)	Date: April 15

Objective #6 : Improve student recruitment and retention and student success annually
Responsibility: Financial Aid Staff
Statement of Need: Facilitate success for Financial Aid students through retention and completion
Actions: <ol style="list-style-type: none"> 1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding their financial aid consequences 2. Contact students who receive "Early Alert" notices regarding attendance and explain financial aid consequences 3. Campaign to notify students who are registered but not complete in Financial Aid Office

4. Campaign to encourage students who have been awarded Financial Aid but are not registered in classes
Resources and Approximate \$: Institutional Improvement: Faculty assistance and telephone/supply budget
Assessment Method: Financial Aid staff signatures on all drop and withdrawal forms. Contact Log for “Early Alert” (JB). Increased enrollment of students receiving financial aid. Number of students signed up for “texting” and number sent. Date: August

Objective #7 : Increase total financial aid awarded annually (as reported in KPIA) proportionally with credit enrollment increases
Responsibility: Director of Financial Aid
Statement of Need: Periodic meeting with staff to discuss methods to streamline and simplify the Federal Application process as much as feasible and reduce internal processing time per ISIR to 5 business days
Actions: <ol style="list-style-type: none"> 1. Monitor and record enrollments, aid applicants, and processing time periodically throughout award year for improvement opportunities 2. Send second notice letter to all students who have not responded to their financial aid status letter 3. Research use of electronic forms to improve services for students and streamline application process
Resources and Approximate \$: Institutional Improvement
Assessment Method/Date: Amount of aid awarded per FISAP and CB Financial Aid reports. Reported as KPIA Date: November

Instructional Services

Objective #1: Actively engage Instructional Services in promoting and supporting the initiatives of the Integrated Marketing/Recruiting Committee.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty.
Statement of Need: VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins Data, and Closing the Gaps initiatives.
Actions: <ol style="list-style-type: none"> 1. Expand utilization of current and former students in organized recruiting activities including VC Preview Day and GenTx Day. 2. Support and expand recruiting activities targeting nontraditional students in gender biased programs. 3. Expand program specific recruiting to targeted populations. 4. In cooperation with Institutional Advancement, identify appropriate program specific promotional/recruiting materials. 5. In cooperation with Institutional Advancement, identify sources of funding for program specific promotional/recruiting materials.
Resources and Approximate \$: \$5000 - Institutional Improvement
Assessment Method: Attendance rosters, VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins data Date: August 1, 2017

Objective #2: Increase retention rate through proactive interventions.

Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: VC Enrollment KPIA and Closing the Gaps initiatives.
Actions: <ol style="list-style-type: none"> 1. Support initiatives of the Title III Grant as applicable to Instructional Services. 2. Promote Proactive Assistance for Student Success (PASS) Department through <ol style="list-style-type: none"> a) Promotion of <i>NetTutor</i> at Spring Forward presentations, New Student Orientation and Chaps Express. b) Expansion of New Beginnings Program through increased promotion of services to students. 3. Utilization of enhanced tools within the new ERP/SIS to more closely monitor student progress and provide timely and effective interventions to at risk students.
Resources and Approximate \$: \$? - Institutional Improvement
Assessment Method: VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA,
Date: September 30, 2017

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: <ol style="list-style-type: none"> 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: Number of events participated/worked Date: Summer 2017

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:

<ol style="list-style-type: none"> 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

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: <ol style="list-style-type: none"> 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

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: <i>At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid; and At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012.</i> Since implementation of the 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 scholarship applications or more information. The 2013 SENSE Survey indicated that students do not feel that there is anyone identified at Vernon College than can assist them with scholarship questions.” Question 18i – The College provided me with adequate information about financial assistance” and Question 18j – “A College staff member helped me determine whether I qualified for financial assistance.” Since that time, this office has been addressing these deficiencies and has worked with more students and parents to assist with scholarship information each year. Additionally there is an increasing need for dual-credit scholarships for high school students within the College’s service area.

Actions:

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.**
2. AwardSpring presentations as requested; evidenced by appointments calendar by **August 31, 2017 and on-going.**
3. Continue “one stop shop” scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with AwardSpring (formerly STARS) or other scholarship applications by **August 31, 2017 and on-going.**
4. AwardSpring annual license renewed by **September 30, 2016.**
5. Scholarship marketing tool designed and implemented by **November 30, 2016.**
6. Number of targeted press releases and letters sent by **March 1, 2017.**
7. Increased funding for scholarships achieved by **August 31, 2017.**
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.**
10. Building scholarships resolved by **August 31, 2017 and on-going.**
11. Transfer policy developed and approved by **December 2016.**

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.**
2. Giveaways for all college activities on-going management through the Office of Institutional Advancement by **August 31, 2017 and on-going.**
3. Maintain the College Connections and Catching the Future dual credit scholarship programs by **August 31, 2017 and on-going.**
4. Maintain relationship with Marketing Consultant by **August 31, 2017 and on-going.**
5. Annual website review by **August 31, 2017 and on-going.**
6. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by **August 31, 2017 and on-going.**

President/Effectiveness

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

Responsibility: President

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

Actions:

1. Review and implement recommendations of Student Success by the Numbers 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

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: <ol style="list-style-type: none"> 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

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
Statement of Need: 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.
Actions: <ol style="list-style-type: none"> 1. Schedule individual academic coaching appointment with at-risk students
Resources and Approximate \$: Institutional Improvement-no\$
Assessment Method: 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). Date: August 2017

Objective #2 : Early Alert Communication to students receiving early alert notices from faculty
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Responsibility: Student Success Pathway Coordinator and Student Success Specialist
Statement of Need: 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.
Actions: 1. Send individual emails to all students receiving early alerts during a certain timeframe to offer the academic coaching services and encourage participation.
Resources and Approximate \$: Institutional Improvement-no\$
Assessment Method: 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. Date: August 2017

Objective #3: Establish a Peer mentoring program
Responsibility: SSP Team
Statement of Need: As identified in the Title III grant narrative, a peer mentoring program will be established.
Actions: 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.
Resources and Approximate \$: Institutional Improvement, Title III grant funds
Assessment Method: Number of students, faculty, staff and administration participating in peer mentor program activities; number of activities; representation from college components. Date: Implemented August 2016; assessed for impact August 2017

Objective #4 : Conduct and evaluate the effectiveness of Chaps Express and New Student Orientation
Responsibility: SSP Team
Statement of Need: An identified need for intervention for “at-risk” groups including developmental, early alert, and academic probation and suspension, and new to college.
Actions: 1. Conduct Chaps Express sessions on both the Vernon Campus and at Century City Center 2. Evaluating Chaps Express surveys and student interviews 3. Assist with conducting New Student Orientations on both the Vernon Campus and Century City Center 4. Evaluating NSO surveys and feedback from the SSP Task Force
Resources and Approximate \$: Chaps Express: Institutional Improvement-\$1800; Technology (for SurveyMonkey)-\$260 New Student Orientation: Institutional Improvement-no\$, Student Services funds for print materials-\$500
Assessment Method: 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). Date: 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

Objective #1 : Increase student retention and subsequent completion (graduate) success annually

Responsibility: Admissions and Records staff

Statement of Need: Improve student completion rates as measured in KPIA's

Actions:

1. Assign a catalog to be used for the degree audit program and enable degree shopping for all new students each semester. (The degree audit will show the student a clear outlined path to completion of their declared degree or certificate)
2. Update the Degree Audit module each spring/summer with the degrees and certificates offered in current VC General Catalog
3. Increase awareness and use of Degree Audit as a pathway to completion by students and staff

Resources and Approximate \$: Institutional Improvement

Assessment Method: Student success as measured by CBM 009 and 00M

Date: November 15

Objective #2 : Maintain Admissions Office CCSSE and SENSE satisfactory rankings and improve annually

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

Statement of Need: Continual improvement of admissions services to students

Actions:

1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative
2. Continuously maintain "Apply Texas" website information for changes
3. Initiate additional correspondence methods to inform students of their application status

Resources and Approximate \$: Institutional Improvement: Annual fee for participation in "Apply Texas" program \$ 1,800 (approximate)

Assessment Method/Date: Number of students applying on-line and meeting admissions requirements timely. / July
CCSSE and SENSE satisfactory rankings / CCSSE August and SENSE April KPIA numbers **Date:** November

Objective #3 : Maintain VC cohort student loan default rate as calculated by DOE at 15% or lower

Responsibility: Director and Assistant Director of Financial Aid and Loan Coordinator

Statement of Need: Default rate management is of primary concern for the continued participation in Title IV programs

Actions:	
<ol style="list-style-type: none"> 1. Provide documented entrance and exit loan counseling opportunities for an increasing number of student loan borrowers 2. Contract with a default prevention servicer to provide grace counseling and services for delinquent student loan borrowers 3. Explore outsourcing and automation of verification and “C” code selected ISIRs so additional staff resources can be utilized on default prevention and improved processing times 	
Resources and Approximate \$: Institutional Improvement: Default prevention services fees of approximately \$40,000 Outsource costs of verification and “C” code processing approximately \$20,000	
Assessment Method: Cohort default rate per Department of Education	Date: September

Instructional Services

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

Objective #2: Improve success rates of students enrolled in online courses.
Responsibility: Dean of Instructional Services, Coordinator of Instructional Design & Technology, Distance Education Committee
Statement of Need: Differential success rates for F2F and online classes. Faculty observations that numerous students enroll in online classes without the behaviors which are conducive to succeeding in an online environment.
Actions:
<ol style="list-style-type: none"> 1. Successfully transition online LMS platform from Blackboard 9.1 to Canvas. 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. 3. Evaluate the feasibility of implementing prerequisite requirements for students enrolling in online courses.

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).
Resources and Approximate \$: None – Institutional Improvement
Assessment Method: Grade Distribution Reports
Date: September 30, 2017

Objective #3: Continue to implement active & collaborative learning and service strategies throughout the instructional component.
Responsibility: Dean of Instructional Services, Instructional Designer, Professional Development committee, Faculty
Statement of Need: Results of 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).
Actions: <ol style="list-style-type: none"> 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

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: <ol style="list-style-type: none"> 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

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.

Resources and Approximate \$: Institutional Improvement (\$50.00)

Assessment Method: Surveys of faculty and online students will show an increase in awareness.

Date: Library Survey of Online Students: January 2017

Faculty Survey of Library Services: June 2017

Office of the President

Athletics

Objective #1: Continue to emphasize and increase the importance of the educational endeavors of Vernon College athlete's thus increasing completion and graduation.

Responsibility: Coaches of each sport

Statement of Need: 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.

Actions:

1. Review all athletic teams' early alerts for the 16-17 academic year and reduce the number of these alerts.
2. Maintain study hall time for athletes.
3. Discuss the possibility of a peer mentoring system with sophomores and freshmen.
4. Encourage usage of the Vernon College tutoring center.
5. Academic coaching sessions with the Vernon College Student Success Coach.

Resources and Approximate \$: Institutional Improvement, Time and effort of coaches, as well as; time with an academic success coach.

Assessment Method: Review of Early Alerts, Graduation and completion numbers	Date: June 2017
Objective #2: Provide information in regards to time-management related skills to our student/athletes.	
Responsibility: Athletic Director	
Statement of Need: 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.	
Actions:	
<ol style="list-style-type: none"> 1. Coordinate with the Learning Frameworks Instructor to provide the time-management seminar. 2. Provide the seminar at Student Athlete Orientation. 	
Resources and Approximate \$: Institutional Improvement, College personnel with expertise in time-management skills.	
Assessment Method: Number of athletes attending seminar	Date: July 2017

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:
<ol style="list-style-type: none"> 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**.
2. On-line giving capability implemented by **August 31, 2017**.
3. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016**
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**.
5. Title III Year 2 funding received **October 1, 2016**.
6. Advancement Specialist -- Grant Developer hired by **September 30, 2016**.

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.**

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

President/Effectiveness

Objective #1: The College will continue to emphasize student learning outcomes and consistently initiate effective assessment practices to demonstrate that it is fulfilling its mission.

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected 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

Actions:

1. Monitor and ensure the instructional component of the College adequately meets to assess student learning outcomes
2. Monitor and ensure the Assessment Calendar is followed by all components of the College
3. Continue Student Success by the Numbers initiative
4. 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 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 **Date:** Ongoing annual review with summation by July 1

Objective #2: The College will continue to initiate multiple measures of student learning.

Responsibility: President and Director of Institutional Effectiveness

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

Actions:

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

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

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

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

Responsibility: President and Director of Institutional Effectiveness

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

Actions:

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

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:

<ol style="list-style-type: none"> 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

Objective #5: The College will continue monitoring and implementation of approved task force recommendations (Community Involvement, Employee Friendly, Facilities, Integrated Marketing and Recruiting, Academic Advising, Student Success Class, Retention/Completion, and Vernon Campus Enrollment, ERP/SIS, Student Success Pathway)
Responsibility: President
Statement of Need: Input from faculty and staff, personal observation, CCSSE and SENSE benchmarks, and Key Performance Indicators of Accountability Benchmarks
Actions: <ol style="list-style-type: none"> 1. Revisit each task force to monitor and ensure implementation of and adequate resource allocation for approved recommendations from all task forces
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidence by meeting notes, annual action plans and budget Date: July 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Provide leadership on the Professional Development Committee to ensure opportunities, as identified through the Technology Committee, Instructional Services, and the planning process of the second Quality Enhancement Plan, are made available to faculty and staff.
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: 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.
Actions:

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.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: 1. Agenda, Minutes, Committee Charge, scheduled professional development opportunities & participation. Date: July 2017

Objective #2: Facilitate communication and identify mentors as approved from the Feasibility Review Process conducted by the Technology Committee to the Professional Development Committee. Continue to enhance the use of mentors through the “train the trainers” approach.
Responsibility: Criquett Lehman, Director of Quality Enhancement, Chair Technology Committee; Roxanne Hill, Instructional Design and Technology Coordinator, Co-Chair Professional Development Committee; Donnie Kirk, Co-Chair Professional Development Committee
Statement of Need: A successful professional development program for making the most of student engagement techniques, instructional strategies, and new technologies demands continued structured support. Training faculty and staff as mentors is an efficient use of existing human resources. They are crucial to the success of this initiative. Mentors have performed the skill or used the knowledge under conditions closely resembling the job. They are skilled in delivering instruction and evaluating student learning and have the expertise to identify and understand the learning needs of students. Continued training is necessary to maintain this level of expertise. Additionally, mentors will assist in providing faculty/staff development opportunities as outlined in the PD Policy.
Actions: <ol style="list-style-type: none"> 1. Conduct feasibility reviews of new technologies by potential mentors. 2. Communicate and identify mentors to the Professional Development Committee. 3. Organize and conduct training opportunities and technical support using the “train the trainers” approach. 4. Provide and encourage the opportunity for participation in the National Institute for Staff and Organizational Development (NISOD). 5. Plan and promote participation in internal professional development opportunities through the program outlined by the Professional Development Committee.
Resources and Approximate \$: Institutional Improvement: Funding for NISOD Convention - \$1,400.00 X 1 participants = \$1,400.00 (Est.)
Assessment Method/Date: <ol style="list-style-type: none"> 1. Meeting minutes reflecting updates reported to the Professional Development Committee. January 2017, August 2017 2. Number of mentors who participated in NISOD Convention. June 2017 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). July 2017

Student Services

Objective #1: Increase transfer, retention and completion rates by helping students better identify long term educational goals.	
Responsibility: Vernon College Counselors	
Statement of Need: Students who declare that they are transfer students or AA/AS majors are often unsure what their major will be when they transfer to a 4 year college or university. Because students do not have a firm long term goal, they are also not motivated to successfully complete their short term goals at Vernon College.	
Actions:	
<ol style="list-style-type: none"> 1. Develop a pilot program that aids students in exploring college majors, job opportunities and helps encourage self-study for future plans 2. Identify students that do not have a transfer major, are undecided or undeclared through paperwork at advising or registration 3. Contact students to participate in the pilot program 4. Survey students before and after participation to assess participation and validity 	
Resources and Approximate \$: 0 - Counselor time, Institutional Improvement	
Assessment Method: pilot program implemented in Fall 2016 and survey results	Date: November 2016

Objective #3: Refocus on Providing Outstanding Customer Service to all Internal and External Consumers.	
Responsibility: Dean of Student Services	
Statement of Need: The Student Services team of professionals recognizes the need to better serve all customers.	
Actions:	
<ol style="list-style-type: none"> 1. Commence with “How Can Student Affairs Better Serve You?” visits and utilize information gleaned to produce PowerPoint presentation on targeted areas of improvement. 2. Create and execute specific improvement plans and measure customer satisfaction. 3. Institute an annual cycle of continuous quality improvements with regard to customer service. 	
Resources and Approximate \$: staff time, Institutional Improvement	
Assessment Method: Documentation of customer feedback and follow-up improvement plans.	Date: May 2017

Student Success Pathway

Objective #1 : Encourage and facilitate high-impact, intrusive advising practices through faculty Course Schedule Advisor pilot mini-grant program	
Responsibility: SSP Team	
Statement of Need: To identify best practices in maximizing student progress as discussed in the Title III grant narrative	
Actions:	
<ol style="list-style-type: none"> 1. 15 mini-grants piloted by faculty CSAs to assess feasibility, and implementation of high impact, intrusive advising practices 	

Resources and Approximate \$: Institutional improvement-\$7500 in Title III grant funds
Assessment Method: 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. Date: evaluate August 2017
Objective #2 : Annual review/update of the Student Success Pathway document
Responsibility: Student Success Pathway Coordinator
Statement of Need: 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.
Actions: 1. Review and update of pathway document
Resources and Approximate \$: Institutional Improvement-no\$
Assessment Method: 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. Date: August 2017
Objective #3 : Review/update CSA manual and provide training
Responsibility: SSP Team
Statement of Need: 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.
Actions: 1. Updating manual document and materials
Resources and Approximate \$: Institutional Improvement-no\$
Assessment Method: 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). Date: May 2017

Priority Initiative #3:

Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.

Instructional Services

Objective #2: Increase emphasis and utility of End of Semester Course Reviews (ESCR).

Responsibility: Dean of Instructional Services, Coordinator for the Assessment of Student Learning, Division Chairs, Program Directors and Coordinators

Statement of Need: THECB and SACSCOC criteria

Actions:

1. Incorporate departmental responses to Core Objective Assessment Results.
2. Review and revise curriculum maps as needed.
3. Standardize curriculum map (SLO at course level to core objective) for all core courses.

Resources and Approximate \$: none – Institutional Improvement

Assessment Method: 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

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

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

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

Priority Initiative #4:

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

Instructional Services

Objective #1: 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.

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

Statement of Need: SACSCOC requirement, Institutional improvement

Actions:

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.
2. Select and prepare pilot projects relative to instructional strategies aimed at improving the reading and comprehension skills of students.

Resources and Approximate \$: None – Institutional Improvement

Assessment Method: QEP Committee membership and meeting minutes

Date: September 30, 2017

Office of the President**Athletics**

Objective #1: The Athletic Department will support each phase of the Quality Enhancement Plan process.

Responsibility: Athletic Department

Statement of Need: The importance of our athletes being a contributory segment of student learning and accomplishing the mission of Vernon College is vital.

Actions:

1. To support and help in any area that is needed by the Quality Enhancement Planning Committee.

Resources and Approximate \$: Institutional Improvement, Staff

Assessment Method: Availability of department to the process

Date: Summer 2017

President/Effectiveness

Objective #1: The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.

Responsibility: President and Director of Institutional Effectiveness

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

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Facilitate communication regarding the Quality Enhancement Plan for the institution and outside entities (such as SACSCOC).
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: Keeping communication lines open to faculty and staff as the college continues the planning process for a new Quality Enhancement Plan. Compliance requirements as directed by SACSCOC.
Actions: <ol style="list-style-type: none"> 1. Present/provide information to students through mass emails, meetings with student leadership organizations, and/or TV monitors located on all campuses. 2. Present/provide information to faculty and staff through weekly emails, as part of the annual planning process, and at the Fall/Spring Semester Kickoffs. 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.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: <ol style="list-style-type: none"> 1. Provide a list of student, faculty, and staff meeting and correspondence dates and agendas if applicable. July 2017

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

Objective #3: Ensure Compliance with SACSCOC**Responsibility:** Criquett Lehman, Director of Quality Enhancement**Statement of Need:** Compliance requirements as directed by SACSCOC. CR 2.12; CS 3.3.2**Actions:**

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

Resources and Approximate \$: Institutional Improvement, no \$**Assessment Method/Date:**

1. Annual Progress Report submitted by October 2017.

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

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

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

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

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
Resources and Approximate \$: Institutional Improvement: Travel budget of approximately \$3,500
Assessment Method: Unqualified audit with no management letter notations or findings Date: January

Instructional Services

Objective #1 : Enhance faculty and staff performance through appropriate internal & external professional development activities.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, Instructional Designer, Director of QE, Professional Development committee, Division Chairs, Directors
Statement of Need: SIR II results, eSIR II results, CCSSE results, SENSE results, Core Objective assessment requirements, SACSCOC & THECB criteria.
Actions: 1. Conduct internal professional development workshops which target the following: a. Specific instructional strategies relative to active & collaborative learning and student engagement. b. Classroom technology including the newly adopted Canvas LMS. c. Proactive and intrusive advising strategies. d. Effective utilization of the newly adopted ERP/SIS.

<ul style="list-style-type: none"> 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. f. Opportunities for improvement as identified by SIR II/eSIR II results. g. Refinement of course specific signature assignments to be used in the assessment of core objectives (general education outcomes). h. Use of rubrics to assess core objectives (general education outcomes) as well as CTE program outcomes. i. Specific instructional strategies relative to developmental learners. j. Use of course–embedded assessments for the assessment of program level outcomes. <ul style="list-style-type: none"> 2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIL, TCCIA, NTCCC, LEAP Texas, etc. 3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors. 4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training. 5. Expand on-line opportunities for participation by faculty and staff in both external and internal professional development activities/trainings.
Resources and Approximate \$: None – Institutional Improvement (\$ from Instructional Services Faculty Travel budget & Perkins grant)
Assessment Method/Date: Results of SIR II and CCSSE, log of faculty attendance, professional development reports, \$ budgeted and expended Date: August 31, 2017

Office of the President

Athletics

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

Enterprise Resource Planning/Student Information System

Objective #2 : 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	
Responsibility: Student Information Software Coordinator, SIS Task Force, Student Success Pathway Coordinator	
Statement of Need: Training required for full utilization of the ERP System and use for all stakeholders	
Actions: 1. Schedule trainings and workshops via ERP staff	
Resources and Approximate \$: Institutional Improvement/ Title III Grant Funding	
Assessment Method: At least four trainings scheduled and participated in by stakeholders	Date: August 2017

Human Resources

Objective #1: Continually research and develop training for faculty/staff through HR area.	
Responsibility: HR Director and staff	
Statement of Need: to offer and support opportunities for professional development and growth for all Vernon College employees and to remain in compliance with state and federal rules and regulations	
Actions: 1. Review any required trainings for faculty/staff. 2. Research new trainings available through our current program – SafeColleges. 3. Purchase/order/develop training if needed. 4. Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.	
Resources and Approximate \$: Institutional Improvement – Cost of materials – approx. \$1500	
Assessment Method/Date: Reports of Training offered and completed online, face-to-face, etc. by August 2017	

Objective #2: Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.	
Responsibility: HR Director and staff	
Statement of Need: to ensure ongoing compliance with state/federal rules and regulations, benefits updates, policies and procedures, and continued HR networking	
Actions: 1. Participate in any benefits training and other online training offered to enhance knowledge of our current benefit offerings. 2. Participate in annual TACCA and TACCHRP conferences. 3. Participate in any other relevant professional development, including webinars as appropriate.	

Resources and Approximate \$: Institutional Improvement – Cost of travel, conferences, and trainings – TACCHRP \$1000, TACCA \$500, Misc. training/professional development - \$500
Assessment Method/Date: Participation in conferences, trainings and professional development throughout the year; Documentation in Professional Development tracking Date: TACCA – January 2017, TACCHRP – June 2017, others by August 2017

Objective #3: 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.
Responsibility: HR Director and staff
Statement of Need: to ensure quality job performance and consistent data entry and recordkeeping
Actions: <ol style="list-style-type: none"> 1. Participate in any and all training provided for the HR department on the new ERP system. 2. Practice skills learned through regular usage of the system. 3. Run regular reports to verify accurate data is being entered into the system.
Resources and Approximate \$: Institutional Improvement – cost of annual meeting/training approximately \$1000
Assessment Method/Date: Regularly run reports through the new ERP system. Documentation in Professional Development tracking. Date: ongoing and by August 2017

President/Effectiveness

Objective #1: The College will allocate resources to ensure that faculty, students and staff acquire, discover and apply knowledge.
Responsibility: President
Statement of Need: To meet expected SACS COC compliance criteria and to support Annual Action Plans
Actions: <ol style="list-style-type: none"> 1. Ensure resource allocation for faculty, staff and students through the budget process 2. Ensure resource allocation for curriculum and technology
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of professional development for faculty, students and staff and evidence in budget Date: Ongoing review with summation by July 1

Objective #2: The College will support and make available professional development opportunities for administrators, faculty and staff.
Responsibility: President
Statement of Need: To meet expected SACS COC compliance criteria and to support Annual Action Plans
Actions: <ol style="list-style-type: none"> 1. Ensure resource allocation for administrators, faculty and staff through budget process

Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Documentation of professional development for administrators, faculty, and staff, and evidence in budget
Date: Ongoing review with summation by July 1

Objective #3: The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering and applying knowledge.
Responsibility: President and Coordinator of Marketing and Alumni Relations
Statement of Need: To meet expected SACS COC compliance criteria and to support Annual Action Plans
Actions: <ol style="list-style-type: none"> 1. Recognition through institutional service awards 2. Ensure recognition through news articles of those participating in professional development
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by Service Award list and news articles Date: Ongoing annual review with summation by July 1

Objective #4: Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.
Responsibility: Director of Institutional Effectiveness
Statement of Need: To ensure compliance with SACS COC criteria; to adequately support research based projects; and to enhance technology related skills
Actions: <ol style="list-style-type: none"> 1. Participate in SACS COC orientation, preconference and conference (Atlanta, GA) 2. Participate in SACS COC Summer Institute (Austin, TX) 3. Participate in TAIR preconference and conference (TBD, TX) 4. ERP/SIS training/conference 5. Serve as THECB Liaison and Small College Group Representative 6. Participate as a SACS COC evaluator if selected
Resources and Approximate \$: Institutional Improvement: SACS COC \$2500 per person for Annual Meeting/Orientation and Summer Institute; TAIR \$1500, ERP/SIS \$1500, THECB (3 meetings) \$2400
Assessment Method/Date: As evidenced in budget, travel requests and travel expense reports Date: Ongoing annual review with summation by July 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Ensure Compliance with SACSCOC
Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need: Compliance requirements as directed by SACSCOC.
Actions: <ol style="list-style-type: none"> 1. Participate in SACSCOC pre-conference workshops and SACSCOC 2016 Annual Meeting. 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.
Resources and Approximate \$: Institutional Improvement: Staff development funding to attend conferences –SACSCOC \$2,500.00 (Est.), QE Institute \$2,500.00/person X 5 attendees = \$12,500 (Est.); TOTAL: \$15,000.00
Assessment Method/Date: Travel Expense Vouchers indicating attendance. December 2016 & July 2017

Student Services

Objective #1 : Attend SACSCOC annual meetings
Responsibility: Dean of Student Services
Statement of Need: To meet SACSCOC requirements as well as adequately document and report efforts to meet those requirements the Dean of Student Services needs to attend all upcoming SACSCOC annual meetings.
Actions: <ol style="list-style-type: none"> 1. Secure proper travel budgets to upcoming SACSCOC annual meetings for upcoming years
Resources and Approximate \$: Institutional Improvement – travel budget for SACSCOC to include the Dean of Student Services travel to SACSCOC annual meeting
Assessment Method: SACSCOC travel budget increased include Dean of Student Services travel to SACSCOC annual meeting Date: September 2016

Student Success Pathway

Objective #1 : Design and offer trainings and workshops for faculty and staff
Responsibility: SSP Team
Statement of Need: 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.
Actions: <ol style="list-style-type: none"> 1. Conduct at least 4 trainings/workshops per year
Resources and Approximate \$: Institutional Improvement -Title III grant funds

Assessment Method: Number of workshops conducted, participation in workshops; training agendas, participation, copies of email and training evaluations. **Date:** August 2017

Objective #2 : Faculty and staff to onsite conferences and workshops

Responsibility: SSP Team

Statement of Need: 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.

Actions:

1. Attend conferences/workshops

Resources and Approximate \$: Institutional Improvement-Title III funds

Assessment Method: Number of conferences and workshops attended; Number of faculty and staff participating in conferences and workshops.

Date: August 2017

Objective #3 : Outside consultants provide trainings and workshops

Responsibility: SSP Team

Statement of Need: Student success initiative to hire consultants to provide training/workshops focused on retention, completion and successful transfer

Actions:

1. Research and hire consultants with expertise in intrusive advising practices for trainings/workshops

Resources and Approximate \$: Institutional Improvement-Title III grant funds

Assessment Method: Number of consultant workshops/trainings; Number of students, faculty, staff and administration participating in trainings/workshops. **Date:** August 2017

Priority Initiative #6:

Provide fiscal, physical, human and technological resources to accommodate current and future needs.

Admissions, Records and Financial Aid

Objective #1 : Maintain and improve student satisfaction ranking for Admissions and Records Office

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

Statement of Need: Meet the needs of students at each VC location proportional with student enrollment increases

Actions:

1. Cross training personnel as needed proportionate with enrollment shifts and/or increases
2. Review allocation of personnel as needed for services at campus and centers

Resources and Approximate \$: Institutional Improvement

Assessment Method: Completion of CCSSE survey and receipt of results

Date: August

Office of the President

Human Resources

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

Responsibility: HR Director, HR staff and search committees

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

Actions:

1. Provide position requests to administration as positions become vacant.
2. Acquire appropriate approval signatures on the position requests when received.
3. Post positions online and advertise as needed.
4. Screen applications for required qualifications.
5. Once the search committee has made their interview choices, set up and make arrangements for interviews; facilitate interviews.
6. Complete paperwork and get President's approval for chosen candidate.
7. Notify all candidates of decision.
8. Notify the Board of Trustees of selection.
9. New Employee paperwork/orientation.

Resources and Approximate \$: Institutional Improvement – Cost of advertising – Budget is approx. \$8,000

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

Objective # 2: Develop an efficient online Onboarding for new employees.

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

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

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 \$:

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**.
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**.
3. On-line giving capability implemented by **August 31, 2017**.
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016**.
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**.
6. Title III Year 2 funding received **October 1, 2016**.
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**.
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**.
9. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2017**.
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**.

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.**
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.**
13. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **October 2016.**
14. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2017.**
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.**
16. Annual software licenses/maintenance contracts renewed by **August 31, 2017.**
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.**
18. Alumni records researched and information added to the Raiser’s Edge (RE) database by **August 31, 2017 and on-going.**
19. Old giving records project completed by **August 31, 2017.**

President/Effectiveness

Objective #1: The College will emphasize assessment activities and planning information from all components of the College to identify fiscal, physical, human and technological resources to accommodate current and future needs.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet expected 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: Monitor and ensure that the Assessment Calendar and planning processes are followed.
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by completion of Assessment Calendar Communication forms, KPIA benchmark data, Annual Action Plans and budget allocation decisions Date: Annual with summation by July 1
Objective #2: The College will annually receive input from internal and external constituents to identify resource needs for the future.
Responsibility: President
Statement of Need: To meet expected 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: <ol style="list-style-type: none"> 1. Provide formal and informal opportunities for input 2. Utilize community focus and advisory groups
Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by agendas, minutes and meeting notes **Date:** Ongoing with semiannual summation to be reviewed January and July

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

Responsibility: President

Statement of Need: To meet expected 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

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

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Integrate and maintain innovative technologies, including hardware and software, as piloted through the Feasibility Review of the Technology Committee.

Responsibility: Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator

Statement of Need: As outlined and directed in the Quality Enhancement Plan document. Identified best practices from the 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.

Actions:
1. Implement the Technology Request Process as determined and approved by the Technology Committee.

<ol style="list-style-type: none"> 2. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate. 3. Using approved feasibility studies and Technology Committee recommendations, the Director of Quality Enhancement and the Instructional Design and Technology Coordinator will assess the Quality Enhancement Resource Inventory (QERI) to determine necessary upgrades, utilization, and the addition of new resources. 4. Provide training opportunities and technical support through the pilot mentor program (train the trainer) and the online VC Innovation Center in Blackboard. 5. Administer satisfaction survey during the academic year.
<p>Resources and Approximate \$: Institutional Improvement: no \$ Technology: 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]</p>
<p>Assessment Method/Date:</p> <ol style="list-style-type: none"> 1. Feasibility Reviews, Agendas, Minutes, Approved Budget. August 2017 2. Quality Enhancement Resource Inventory log. December 2016 & May 2017 3. Provide results from satisfaction survey. July 2017

Student Services

<p>Objective #1: Provide all Vernon College employees with current emergency procedures guidelines.</p>
<p>Responsibility: Chief of Police and Dean of Student Services</p>
<p>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.</p>
<p>Actions:</p> <ol style="list-style-type: none"> 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
<p>Resources and Approximate \$: Institutional Improvement \$1500 for printed emergency procedures documents</p>
<p>Assessment Method: revised emergency procedures provided to all employees and electronic training complete Date: May 2017</p>

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:

4. Attend all available training sessions offered by the vendor.
5. Look for user group training sessions and send appropriate personnel to attend.
6. Contact other schools that are using the system and possibly make site visits to learn best practices.
- 7.

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

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

Instructional Services

Objective #2: Implement the newly adopted ERP/SIS throughout Instructional Services.

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

Statement of Need: Institutional decision to adopt a new ERP/SIS to replace POISE.

Actions:

1. Ensure data migrated from the current POISE system to the new ERP/SIS is sufficient for Instructional Services purposes.
2. Actively participate in professional development activities relative to utilization of the new ERP/SIS.
3. Convert current Instructional Services processes and practices to the new ERP/SIS including but not limited to:
 - a. Class schedule development
 - b. Room assignment
 - c. Course Schedule Advising
 - d. Class roster certification
 - e. Record of student attendance
 - f. Early Alerts
 - g. Grade submission

Resources and Approximate \$: Institutional Improvement – Title III Grant supported
Assessment Method: Date(s) of implementation Date: September 30, 2017

Objective #3 : Fully implement Canvas LMS platform for online course delivery
Responsibility: Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: Recommendation from Technology and Distance Education Committees
Actions: <ol style="list-style-type: none"> 1. Ensure online instructors self-evaluate online courses using the institutionally adopted Rubric for Online Instruction (ROI) prior to migrating course content to Canvas LMS 2. Migrate course content from Blackboard 9.1 to Canvas LMS. 3. Provide professional development activities to faculty relative to utilization of Canvas LMS.
Resources and Approximate \$: Institutional Improvement - dollars already appropriated for Blackboard 9.1
Assessment Method: Date of implementation Date: September 1, 2016

Office of the President

Information Technology

Objective #4: Explore Business Continuity for VC Critical Applications/Servers
Responsibility: VC Administration/Faculty and Run Business Solutions
Statement of Need: Leverage Business Continuity as a Service to ensure always on access to VC resources both faculty and student facing.
Actions: <ol style="list-style-type: none"> 1. Engage respective vendors and explore options for high availability and business continuity during a disaster
Resources and Approximate \$: Institutional Improvement
Assessment Method: Date: August 31, 2016

Objective #5: Leveraging Office365 for Students
Responsibility: VC Administration/Faculty and Run Business Solutions
Statement of Need: Maximize use of Office365 collaboration and tools to enhance student experience.
Actions: <ol style="list-style-type: none"> 1. Form committee to evaluate ways the Office365 suite for students can be used to more effectively collaborate and educate.
Resources and Approximate \$: Institutional Improvement
Assessment Method: Documentation of appointment of Selection Committee, meeting notes and recommendation. Date: August 31, 2016

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: <ol style="list-style-type: none">1. Monitor and ensure that Assessment and Planning calendars are followed2. Ensure production of Annual Technology Action Plan3. Review IT Management Annual Report
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Completion of Assessment Calendar and planning calendar as evidenced by minutes, Communication Reports, agendas and meeting notes, IT Management Annual Report Date: Ongoing annual review with summation by July 1

Objective #2: The College will utilize assessment data and planning information from all components of the institution to develop a three to five year technology plan. The plan will include infrastructure needs as well as a well-defined PC replenishment plan.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
Actions: <ol style="list-style-type: none">1. Require each component of the College to submit a three to five year plan
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by submitted plans Date: Annual with review by July 1

Objective #3: The College will support the technology infrastructure through appropriate resources allocation decisions.
Responsibility: President
Statement of Need: To ensure efficient and effective purchasing processes
Actions: <ol style="list-style-type: none">1. Ensure development of a Technology Plan2. Monitor and ensure budget development3. Continue utilization of third party IT vender to ensure successful IT infrastructure and operations4. Review IT Management Annual Report5. 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

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

Responsibility: Administrative Secretary to the President

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

Actions:

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

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

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

Quality Enhancement – Division of Institutional Effectiveness

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

Responsibility: Criquett Lehman, 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

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: <ol style="list-style-type: none">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

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**.
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**.
3. On-line giving capability implemented by **August 31, 2017**.
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016**.
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**.
6. Title III Year 2 funding received **October 1, 2016**.
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**.
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**.
9. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2017**.
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**.

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.**
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.**
13. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **October 2016.**
14. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2017.**
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.**
16. Annual software licenses/maintenance contracts renewed by **August 31, 2017.**
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.**
18. Alumni records researched and information added to the Raiser’s Edge (RE) database by **August 31, 2017 and on-going.**
19. Old giving records project completed by **August 31, 2017.**

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.**
2. Once added to RE, add alumni information to each record by **August 31, 2017 and on-going.**
3. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes, and social media interaction by **August 31, 2017.**
4. Monthly Alumni E-Newsletter implemented with subscribing growth once new information is added by **August 31, 2017 and on-going.**
5. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by **August 31, 2017.**

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.**
2. Annual website review by **August 31, 2017 and on-going.**

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

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.**
2. AwardSpring presentations as requested; evidenced by appointments calendar by **August 31, 2017 and on-going.**
3. Continue “one stop shop” scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with AwardSpring or other scholarship applications by **August 31, 2017 and on-going.**
4. AwardSpring annual license renewed by **September 30, 2016.**

5. Scholarship marketing tool designed and implemented by **November 30, 2016.**
6. Number of targeted press releases and letters sent by **March 1, 2017.**

President/Effectiveness

Objective #1: The College will support process review and recommendations for change of fundraising activities to enhance external funding.
Responsibility: President
Statement of Need: Enhanced scholarship opportunities through fundraising and capital projects; to target the Key Performance Indicators of Accountability benchmarks for Percent of 12 County Service Area High School Graduates who go to College, and Financial Aid
Actions: <ol style="list-style-type: none"> 1. Direct review of fund raising activities
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Philanthropic reports, departmental recommendations, institutional scholarship dollars awarded Date: July 1
Objective #2: The College will support efforts to strengthen alumni relations.
Responsibility: President
Statement of Need: To ensure effective and efficient Institutional Advancement results
Actions: <ol style="list-style-type: none"> 1. Support alumni newsletter and meetings 2. Encourage participation of alumni through personal contact
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by newsletters, agendas, minutes and meeting notes Date: Ongoing annual review with summation by July 1
Objective #3: The College will ensure focus on external fund raising through support of personnel, processes, and technology.
Responsibility: President
Statement of Need: As evidenced by Annual Action Plan
Actions: <ol style="list-style-type: none"> 1. Ensure appropriate software updates 2. Review external fund raising processes
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced through budget, gift income recorded and segmented mailings Date: July 1

Priority Initiative #9:

Ensure institutional accountability through effective strategic planning and assessment processes.

Admissions, Records and Financial Aid

Objective #1 : Use SENSE and CCSSE data to increase survey driven scores for Admissions and Records Office

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

Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes for improvement

Actions:

1. Review CCSSE and SENSE data to identify high performing schools in Admissions. Review 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

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

Objective #4 : Use SENSE and CCSSE data to increase survey driven scores for Financial Aid
Responsibility: Director of Financial Aid
Statement of Need: Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes
Actions: 1. Review CCSSE and SENSE data to identify high performing schools in Financial Aid areas. Review those high performing schools processes, policies, procedures, practices, and programs
Resources and Approximate \$: Institutional Improvement
Assessment Method: Review completed upon completion of surveys and receipt of results Date: CCSSE August/SENSE April

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

Instructional Services

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

Date: March 1, 2017

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

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

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

Human Resources

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

Institutional Advancement

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

Assessment Method:	Date:
1. Annual reviews and updates, if needed, completed by August 31, 2017 .	

President/Effectiveness

Objective #1: The College will annually review mission documents with the Board of Trustees, administration, faculty and staff to ensure the organization’s commitments are clearly defined.

Responsibility: President and Director of Institutional Effectiveness
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Statement of Need: To meet expected SACSCOC compliance criteria and to ensure that all stakeholders have a clear understanding

Actions:
1. To annually review mission documents in meetings

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

Assessment Method/Date: As evidenced agendas, minutes and meeting notes Date: December 2017

Objective #2: The College will update and adhere to KPIA benchmarks, an assessment activity calendar, planning calendar and budget cycle to ensure institutional accountability
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Responsibility: President and Director of Institutional Effectiveness
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Statement of Need: To ensure data driven, effective and efficient decision making; to target KPIA benchmark Budget Revenue and Expenditure

Actions:
1. Monitor, update and ensure the adherence to assessment, planning and budgeting cycle calendars
2. Review and update KPIA data and benchmarks

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

Assessment Method/Date: As evidenced by calendars and their completion, Key Performance Indicators of Accountability, Annual Action Plans and the operating budget Date: Ongoing annual review with summation by July 1

Objective #3: The College will continually scan the local, regional, state and national trends and environments to realistically prepare for a future shaped by societal and economic trends.
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Responsibility: President

Statement of Need: All employees need to be informed of future needs

Actions:
1. Participate in local and regional focus groups
2. Participate in state and national conferences
3. Budget for journals and newspapers

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

Assessment Method/Date: As evidenced through participation in focus groups, conferences and component Annual Action Plans and budgets
Date: Ongoing annual review with summation by July 1

Objective #4: The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected SACSCOC compliance criteria; to ensure the College's Strategic Plan clearly defines the mission; and to ensure all stakeholders are informed

Actions:

1. Distribute institutional accountability report
2. Distribute President's Annual Report
3. Conduct review and update of the strategic planning process and document
4. Update software technology to facilitate college wide planning, program review and assessment

Resources and Approximate \$: Institutional Improvement: \$10,000 for production of reports

Assessment Method/Date: Development of reports by July 1 and update of strategic plan document, software recommendation by August 1

Objective #5: The College will complete an institutional self-study to ensure ongoing SACSCOC compliance in preparation for the SACSCOC Compliance Certification (10 year report).

Responsibility: President, Director of Institutional Effectiveness and Administrative Team

Statement of Need: 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

Actions:

1. Review SACSCOC compliance criteria and update policies, practices, processes and procedures as necessary
2. Utilize software technology to increase efficiency of completion and submission of SACSCOC reports

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

Assessment Method/Date: Completion of institutional self-study by August 1

Objective #6: The College will review and update the responsibilities and members of standing committees.

Responsibility: President and Administrative Team

Statement of Need: To ensure appropriate, effective and efficient representation and charge to committees for the entire strategic planning and assessment process

Actions:

1. Review and update standing committee membership, purpose and responsibilities

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

Assessment Method/Date: Revised standing committees by July 1

Objective #7: The College will register for membership of the American Association of Community College Volunteer Framework of Accountability (VFA).

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To participate in and utilize data from a recognized benchmark data related process. Note, not achieved in 2015-2016 so repeated in 2016-2017 annual action plan.

Actions:

1. Participate in data entry for the VFA
2. Participate in VFA related conference and webinars

Resources and Approximate \$: Institutional Improvement, estimated \$2000 membership dues and \$2000 travel

Assessment Method/Date: Revised standing committees by July 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Administer, analyze, and share information for assessments to be used for benchmarking and comparability purposes.

Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need: As originally outlined and directed in the Quality Enhancement Plan document and for use in assessment and benchmarking for the reading and comprehension Quality Enhancement Plan. Key Performance Indicators of Accountability (KPIA) assessment information needed for institutional accountability.

Actions:

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

Resources and Approximate \$: Institutional Improvement: Funding for CCSSE & CCFSSSE Survey: \$5,940 Est. based on 2015 costs

Assessment Method/Date:

1. Survey administration completion. April 2017 Survey results for CCSSE shared with each component of the college by August 2017 - dates, agendas, and participation.
2. Dates, agendas, and participation. August 2017

Student Services

Student Success Pathway

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