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

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

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.

Office of the President

Institutional Advancement

Objective #1 : Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the area of scholarship support and grantsmanship.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist – Grant Developer
Statement of Need: Philanthropic support provides increased funding for the "tools" that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Grant proposals, with the assistance of appropriate faculty and staff, can be written and submitted for specific programs, departments, the College as a whole, and scholarship support. Additionally, current donors are solicited and alumni, prospective individuals and corporations can be identified, cultivated and solicited for philanthropic support.
Actions: 1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.   2. Implement on-line giving through the Vernon College website.   3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.   4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.   5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.

6. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the "building" endowed scholarships (those under the $10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
7. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
8. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
9. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
10. Continue to serve as the Grant Manager for the college's Title III Grant.
11. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

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

Assessment Method: **Date:**
1. Sustained giving by current donors as well as new donors to the College and Foundation as evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by **August 31, 2017**.
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**.

Student Services

Objective #2: Increase Testing Centers services by employing additional Testing Center staff.
Responsibility: Dean of Student Services
Statement of Need: The Vernon College Testing Centers are currently operating at maximum capacity for the current staff ratio – 2 full time staff. The only way to increase services is with additional full time staff.
Actions: 1. Assure that additional testing clerk remains on the Vernon College personnel plan and is hired in the 2016-2017 year.
Resources and Approximate $: $32,000 (salary and benefits)<mark>Personnel</mark>
Assessment Method: additional testing center staff hired   **Date:** October 2016

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

Instructional Services

Objective # 1: Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.
Responsibility: Dean of Instructional Services, Division Chairs, Coordinator for the Assessment of Student Learning, Core Objective Assessment Subcommittee of Academic Council
Statement of Need: THECB and SACSCOC criteria
Actions: 1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives. 2. Improve process for the selection of existing or modified LEAP Rubrics to ensure validity of assessment results.
Resources and Approximate $: 5,000 – <mark>Personnel</mark> (Salaries Other)
Assessment Method: Publication of results presented to Academic Council and College Effectiveness committees **Date:** September 30, 2017

Priority Initiative #4:

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

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

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

Admissions, Records and Financial Aid

Objective #2 : Compliance with SACSCOC Comprehensive Standard 3.9 Student Affairs and Services   3.9.3
Responsibility: Dean of Admissions & Financial Aid/Registrar, Director of Admissions and Records, and Director of Financial Aid
Statement of Need: The institution provides a sufficient number of qualified staff – with appropriate education or experience in the student affairs area – to accomplish the mission of the institution (SACS 3.9.3)
Actions: 1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office   2. Monitor FAFSA applicant volume and total dollars awarded for adjustments or additions to staffing for Financial Aid Office
Resources and Approximate $: Personnel: Classified II positions as needed per volume (Est. $20,000) per position   Technology: Computer ($1,100)   Telephone ($250)   and Printer ($250) per position   Facilities: Desk and chairs for above position ($500 est.) per position
Assessment Method: Enrollment numbers from THECB 001 and 00A reports on credit and non-credit students **Date**: March   FAFSA volume and annual dollars of aid awarded   **Date:** November

Instructional Services

Objective #1:   Meet the student demand for courses and programs through the hiring of additional full-time and adjunct faculty.
Responsibility: Dean of Instructional Services, Division Chairs, Directors, and Coordinators
Statement of Need: High rates of closed classes and increased faculty loads in certain disciplines and programs.

Actions:
 1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty.
    a. Associate Degree Nursing (institutionalize 2 ½ grant positions)
    b. Fine Arts (Music/Art)

      c.   C.N.A. Instructor (Seymour)

      d.   Administrative Assistant – Cosmetology CCC (relieve current administrative assistant of PBX operator duties)

      e.   Police Academy/Criminal Justice

      f.   EMS (credit plus continuing education programs)

   2. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).

   3. Maintain a 65%:35% full-time to part-time faculty load ratio within disciplines/programs.

Resources and Approximate $: Personnel: $165,000 to institutionalize A.D.N. Grant positions: $42,217 + benefits per instructor minimum
Assessment Method: Positions prioritized and recommended to Personnel committee; FTE Student/FTE Faculty KPIA Benchmark; Contact Hours Taught, KPIA Benchmark **Date:** February 1, 2017

Objective #2: Provide additional clinical support for ADN, LVN, and EMS programs in the form of a shared Clinical Coordinator position.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services, ADN/LVN/EMS Directors
Statement of Need: Limited availability of clinical sites and competition among programs for clinical spots has increased need for unified approach to scheduling clinical rotations for allied health students.
Actions: 1. Review current roles and responsibilities of program administrators and faculty to determine if additional support is warranted and cost effective.
Resources and Approximate $: Personnel $35,000 + benefits
Assessment Method/Date: Recommendation to Personnel committee **Date:** February 1, 2017

Objective # 3: Provide additional classroom/lab space at CCC for current and future needs.
Responsibility: Dean of Instructional Services, Associate Dean of Instructional Services
Objective #4 : Increase hourly rate of pay from $9.00 to $9.50 per hour for part time library employees.
Responsibility: Director of Library Services, Dean of Instructional Services
Statement of Need: The part time rate of pay has not been increased since the fall of 2010 when the pay went from $8.50 to $9.00 per hour. The library relies on part time help to manage library operations during the evenings and on weekends.
Actions: 1. Request budgetary support to fund the hourly rate increase.
Resources and Approximate $: Personnel $905.00
Assessment Method: Rate of pay will be increased from $9.00 to $9.50 per hour.　　　　**Date:** September 1, 2016

Athletics

Objective #1: Provision of needed security coverage at all home athletic events.
Responsibility: Athletic Director
Statement of Need: The safety of all our students, student-athletes, parents, visiting teams and fans is important to the Athletic Department.
Actions: 1. Submit contest schedules to our Campus Security Department 2. Maintain a security presence at all home contests.
Resources and Approximate $: Personnel, Security personnel, budgetary dollars.
Assessment Method: Presence of security at home events   **Date:** Spring 2017

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 if 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. <mark>Personnel:</mark> 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**.

Student Success Pathway

Objective # :   Hire 2nd Student Success Specialist
Responsibility: SSP Team
Statement of Need: As provided in the Title III grant narrative a second student success specialist is to be hired in October 2016
Actions:
1.   Post job opening, conduct interviews and hire Student Success Specialist
Resources and Approximate $: Personnel-Title III grant funds
Assessment Method: As stated in the Title III grant narrative, to assist with intensive guidance to at-risk students, encourage use of support services within the College and provide guidance and training for the peer mentor program.   **Date:** October 2016

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

Office of the President

Institutional Advancement

Objective # 1: Utilize existing software tools to support College, student, and alumni needs. Research new social media, on-line giving, email marketing and text messaging strategies as needed to benefit Vernon College students and the College as a whole as an aide to recruitment and retention. Continue enhancements to the website and social media as the primary "information source" for the College.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation, Coordinator of Marketing and Alumni Relations, Advancement Services Specialist, Advancement Specialist -- Grant Developer
Statement of Need: Students rely on social media, text messages, and email as a main source of information and with the ever changing technology we need to be contacting and informing our students of College information through the communications media they currently use. Updated software and technology is essential to providing services to benefit the College and its students. Software such as Raiser's Edge; AwardSpring -- the College's on-line scholarship application; the Metasoft Foundation/Corporation Funding search engine; MaestroSoft Pro Auction software and on-line giving assists in College and Foundation development/advancement efforts such as donor identification, cultivation, recognition, and solicitation; scholarship support for our students; and grantsmanship. Additionally, as College and student needs

continue to increase it is necessary to research other software and technology that can help Institutional Advancement develop and/or enhance its strategies to become even more effective and efficient. Updated technological equipment is also essential to the efficient and effective operations of the IA Department. This will aid in meeting the KPIA benchmarks: *At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012.*

Actions:

1. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.
2. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
3. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
4. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
5. Research additional software, technology, on-line giving tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
6. Assist faculty and staff with the preparation and submission of proposals to public and private funding agencies. Private funders will be researched through the Metasoft funding search software. Public funders will be researched through various search engines such as grants.gov.
7. Assist students with the completion of their AwardSpring applications.
8. Utilize targeted marketing strategies such as press releases, letters, social media, recruiting emails and postcards to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.
9. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.
10. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.

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

1. Personnel: Advancement Specialist -- Grant Developer -- $35,000 - $40,000

2. Technology: Renew annual Raiser's Edge software license -- $9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- $4,000. Implementation of on-line giving -- $5,000. Renew annual MaestroSoft Pro Auction Software License -- $4,000. Renew AwardSpring annual software license -- $9,000 and on-line giving tool -- $5,000. Alumni E-Newsletter -- $4,500. Funds to obtain other relevant software licenses if it is determined that such a license will enhance/upgrade the ability of Institutional Advancement to increase support of college funding needs.

Assessment Method: **Date:**
1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016**.
2. Annual software licenses/maintenance contracts renewed by **August 31, 2017**.
3. On-line giving tool implemented by **August 31, 2017.**
4. Research for possible program incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2017 and on-going**.
5. Funding sources researched through Metasoft software by **August 31, 2017 and on-going**.
6. Students assisted with 2016-2017 AwardSpring Applications by **March 1, 2017**.
7. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2017 and on-going**.

Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2017 and on-going**.

Priority Initiative #8:   **Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.**

Office of the President

Institutional Advancement

Objective #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 if 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. <mark>Personnel:</mark> 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**.

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

Instructional Services

Objective # 1: Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.
Responsibility: Dean of Instructional Services, Division Chairs, Coordinator for the Assessment of Student Learning, Core Objective Assessment Subcommittee of Academic Council
Statement of Need: THECB and SACSCOC criteria
Actions: 1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives.   2. Improve process for the selection of existing or modified LEAP Rubrics to ensure validity of assessment results.
Resources and Approximate $: 5,000 – Personnel (Salaries Other)
Assessment Method: Publication of results presented to Academic Council and College Effectiveness committees   **Date:** September 30, 2017