

History of Vernon College Focus on Student Success

Prior to start of Student Success by the Numbers Initiative	
Summer 2009	Reviewed and revised for improvement the registration process (Registration Task Force)
Fall 2009	<p>-Formal implementation of Quality Enhancement Plan, VConnected with the goal to increase student learning through improved engagement by:</p> <ul style="list-style-type: none"> • Transforming curriculum and instruction • Training faculty and staff in engagement techniques through professional development opportunities • Creating a technology-rich environment for instructional and student support services. <p>-Survey of Entering Student Engagement (SENSE) administered for first time at Vernon College</p> <p>-Financial Aid began participating in New Student Orientation</p> <p>-Began administering Student Instructional Report (SIRII) survey</p>
Academic Year 2009-2010	<p>-Began review and improvement of strategic planning process and oversight including:</p> <ul style="list-style-type: none"> • Enhanced charge and expanded membership of the College Effectiveness Committee • Revised Planning Calendar • Creation of Assessment and Report Calendar with reporting framework • Creation of General Glossary • Review of Philosophy, Vision, Values, and Mission • Creation of Long Term Objectives, Primary Goals and Priority Initiatives • Revised planning documents to include statement of need, enhanced data reporting and use of results for improvement • Creation of planning process and documents to ensure college wide input and oversight of Facilities, Institutional Improvement, Personnel and Technology <p>-VC Foundation decided to continue and expand College Connections Dual Credit Scholarships</p>
February 2010	<p>-Organization of Academic Advising Task Force</p> <p>-Initial Key Performance Indicators of Accountability (KPIAs) selected by College Effectiveness Committee</p>
June 2010	-Purchased Student Success Module software with implementation November 2010 (Academic Advising Task Force recommendation)

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	<ul style="list-style-type: none"> -Began Course Schedule Advising (CSA) process (Academic Advising Task Force recommendation) -Developed extensive CSA Resource Guide (Academic Advising Task Force recommendation)
August 2010	Organization of Retention and Completion Task Force
Fall 2010	<ul style="list-style-type: none"> -Implemented End of Semester Course Reviews (ESCR) -STARRS online scholarship application launched
March 2011	Student Success Resolution adopted by the Vernon College Board of Trustees
Spring 2011	<ul style="list-style-type: none"> -Began Course Schedule Advising (CSA) process -Catching the Future Dual Credit Scholarship Awards -Increased marketing of scholarship and use of STARRS (Retention Task Force recommendation) -Began offering online tutoring for face to face and distance education students
May 2011	Vernon College accepted the invitation to participate in the Student Success by the Numbers initiative supported by the Greater Texas Foundation and directed by the Community College Leadership Program at the University of Texas.
Summer 2011	Financial Aid launched Chap Assistance TV
June 2011	Began including Data Facts as part of Dr. Johnston's Monthly News

Student Success by the Numbers Project goals:

- To build the capacity of Vernon College staff and faculty to understand and communicate about data depicting student progress, engagement and success
- To identify improvements in data targeting and monitoring enhancements at Vernon College in regard to post-secondary preparation, access, persistence and completion
- To build increasingly powerful culture of evidence to support and promote an effective student success agenda at Vernon College

Phase I

September 2011	Over 50 people representing Vernon College student support services, faculty, administrative team and President's team participated in group discussions with Dr. John Cooper, Dr. Luzelma Canales, (project consultants) and April Juarez (SSBTN project liaison for the Community College Leadership Program) to assess current Vernon College data use and the culture of evidence that
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	supported effective student success. As part of the process, each participant completed The Culture of Evidence survey.
Fall 2011	<ul style="list-style-type: none"> -Launched new website -Implemented Early Alert student notifications (Academic Advising Task Force recommendation) -Eliminated late registration (Retention Task Force recommendation) -Rubric for Online Instruction developed (Distance Education Committee recommendation) -Began administering eSIR II survey for online courses

Phase II	
October 2011	Vernon College was invited to participate in SSBTN Phase II.
February 2012	<ul style="list-style-type: none"> -Organization of Phase II Team comprised of volunteers representing student support services, faculty, staff, and administration (18 members) -Site visit from Dr. Luzelma Canales: <ul style="list-style-type: none"> • SSBTN goals and expectations for Phase II • SSBTN presentation to Board of Trustees
April - May 2012	Administered a Vernon College Effectiveness Questionnaire via the website to gather constituent input regarding student experience and institutional performance (ex. current, future and former students, employees, community members, colleagues, ISD partners, elected officials...); marketed the survey through website homepage, email, letters and newspaper ads
May 2012	<ul style="list-style-type: none"> -Phase II Team meeting <ul style="list-style-type: none"> • Review team charge • Review Vernon College SSBTN Planning Template • Discuss Student Cohort Tracking webinar • Review Key Performance Indicators of Accountability (KPIAs) • Discuss August 2012 All Staff Development Training -Business Office launched Live Chat Pilot
June 2012	<ul style="list-style-type: none"> -Phase II Team meeting <ul style="list-style-type: none"> • Review schedule training for Fall Faculty and Staff Development • Review Air Course participation <ul style="list-style-type: none"> ○ Data Management; Longitudinal Tracking for Institutional Research; Learning Outcomes – Betsy Harkey
June 2012	

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	<ul style="list-style-type: none"> ○ Student Success through the Lens of Data – JoAnn Sharp, Criquett Lehman, Shana Munson, Lana Carter and Betsy Harkey ● Review and discussion of data resources necessary to track student preparation, access, persistence and completion ● Begin development of Data Management Dictionary ● Identify Gateway and Barrier courses ● Continue discussion of KIPIAs and mapping to student success measures (preparation, access, persistence and completion) <p>-Created the Vernon College Data Brief as a comparative study of the Community College Survey of Student Engagement (CCSSE), Survey of Entering Student Engagement (SENSE) and the Vernon College Effectiveness Questionnaire (VCEQ)</p> <p>-Creation of Integrated Marketing Task Force (name changed to Integrated Marketing and Recruiting Task Force)</p> <p>-Gateway and Barrier courses identified by Instructional Services</p>
August 2012	<p>-Fall Semester Kickoff Trainings (all employees)</p> <ul style="list-style-type: none"> ● Student Engagement at Vernon College (CCSSE/SENSE Data Review), April Juarez; participants were ask to share <i>One thing I will commit to do during the first week of the fall semester to connect with students...</i> and <i>What I want to know about Vernon College students that will help me help them...</i> ● Utilizing Focus Groups to Acquire/Drill down Data Training, Dr. Luzelma Canales <p>-Phase II Team meeting with Dr. Luzelma Canales and April Juarez to review project progress and set goals for future site visits</p> <p>-Campus offices extended hours (until 6:00 p.m.) to provide services for evening students (Retention Task Force recommendation)</p>
September 2012	<p>-Began process of freezing data (first day of class, count day and final semester grades are posted)</p> <p>-Began process of providing Count Day Data Facts</p> <p>-Began identifying and tracking students who applied but did not enroll</p>
Fall 2012	<p>Admissions and Records Office began student success related email and notifications</p>
November 1, 2012	<p>Phase II and Institute Team meeting</p> <ul style="list-style-type: none"> ● Review and discuss CCSSE results and complete the CCSSE Data Review

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November 13, 2012	<p>Phase II and Institute Team meetings with Dr. Canales</p> <ul style="list-style-type: none"> • Discuss specific roles, responsibilities, and preparation for the Institute • Finalize the CCSSE Data Review Template homework • Overview of Student Cohort Tracking Data Review Template homework
January 2013	<p>-Selection of Key Performance Indicators of Accountability Benchmarks</p> <p>-Received notification of award for the Student Success Initiative Grant for Math.</p>
March 2013	<p>Combined College Effectiveness, Phase II Team and Institute Team meeting with Dr. Canales</p> <ul style="list-style-type: none"> • Review and discuss SSBTN Institute homework <ul style="list-style-type: none"> ○ CCSSE Data Review ○ Student Cohort Data Review ○ Culture of Evidence Inventory Survey ○ Key Findings ○ Vernon College Data Brief • Group training: selecting interventions/strategies, developing strong evaluation plans (logic models), building sustainability and scaling new interventions/strategies
April 2013	<p>-SSBTN Institute</p> <ul style="list-style-type: none"> • Best practice trainings concerning student progress, engagement and success) • Review and discussion of SSBTN Institute homework • Identification of Vernon College Priorities for strengthening our student success agenda <p>-Student Success Data Facts added to Board of Trustees as standard agenda item</p>
May 2013	<p>-Air Course additional opportunity</p> <ul style="list-style-type: none"> • Linda Haney and Mark Holcomb began AIR course participation. Each in two AIR courses. <p>-Received first endowed dual credit scholarship</p>
Summer 2013	<p>Built developmental lab for Student Success Initiative Grant for Math.</p>
July 2013	<p>-New KPIAs added for Milestones/Success Points</p> <ul style="list-style-type: none"> • Math, Reading and Writing Readiness • Students who complete 15 SCH • Students who complete 30 SCH

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	<ul style="list-style-type: none"> • Students who transfer to a 4-year institution • Students who pass first college-level math, reading, and writing course • Degrees, core curriculum or certificate completion • Degrees or certificates in critical fields <p>-Phase II and Institute Team meeting with Dr. Canales (July 29-30)</p> <ul style="list-style-type: none"> • Begin mapping the Vernon College student success agenda and purposeful experience. Establish a communication plan using common language.
August 13, 2013	<p>-Greater Texas Foundation Site visit to review and gain insight in small rural community college student success agenda efforts</p> <p>-Student Success Initiative Grant for Math classes began.</p>
Fall 2013	<p>-Two site visits by Dr. Luzelma Canales</p> <ul style="list-style-type: none"> • Focus Group Training • Planning for scale and sustainability <p>-SSBTN Phase II Team becomes Student Success by the Numbers Standing Committee</p> <p>-Integrated Marketing and Recruiting Task Force becomes Integrated Marketing/Recruiting Standing Committee</p> <p>-Student Success Course (Learning Frameworks) begins</p> <p>-S3 Grant for Developmental Math begins</p> <p>-Addition of book rental kiosks by Vernon College bookstores</p> <p>-The PASS Department began offering “tutor perks” at the CCC Tutoring Center in the form of private tutoring lessons to students who received regular tutoring in an effort to encourage consistent attendance at tutoring sessions.</p> <p>-The PASS Department increased tutor salaries in an effort to acquire and retain better tutors and to encourage more faculty referrals.</p> <p>-Began offering extended weekend hours of operation in the library at CCC</p> <p>-The Financial Aid Office started sending second notice letters to all students that had not responded to a status letter.</p>
Spring 2014	<p>-Final site visit by Dr. Luzelma Canales</p> <ul style="list-style-type: none"> • Student Success by the Numbers Review Presentation

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	<ul style="list-style-type: none"> • Focus Group 101 Training <p>-Development of a 4 hour orientation pilot program called Chap Express to be implemented in August 2014. Developed by Student Services and focusing on:</p> <ul style="list-style-type: none"> • Available resources to students • Differences between high school and college • Exploration of VC • Introduction to VC technology including VC email and the Blackboard platform <p>-The PASS Department Director began receiving training and setting up Accudemia Centers in order to pilot Accudemia Tracking Software for Tutoring Centers and OSD Quiet Testing Centers in Fall 2014.</p>
Summer 2014	<p>-College recruiting functions transferred to Institutional Advancement and integrated into marketing efforts</p> <p>-The Financial Aid Office began sending letters to all admission applicants explaining that financial aid is available to assist with their educational expenses. This same letter was made available at NSO and the CSA centers.</p> <p>-The Financial Aid Office began sending text messages or emails to students who had been awarded financial aid but were not enrolled and to students who were enrolled and had applied for financial aid but had not been awarded.</p> <p>-Piloted GradCast</p> <p>-STARS (Scholarship Tracking and Review System) was purchased by AwardSpring and implemented as the Vernon College online scholarship application for 2016-2017</p>
July 2014	<p>-Created and staffed the Student Success Specialist position to focus on:</p> <ul style="list-style-type: none"> • Helping students navigate the application and registration process • Implementing Chap Express Orientation • Academic Coaching of students as determined by Early Alerts
August 2014	<p>-Chap Express Orientation is piloted to 3 sessions of students on the Vernon Campus and Century City Center.</p> <p>-The library utilized a more user friendly and professional looking interface, Flipping Book, for posting the library handbooks online.</p>
September 2014	<p>-Alumni quarterly E-newsletter begun in September 2014</p> <p>-Implemented GradCast for help with retention and graduation tracking. GradCast allows the student/graduate to search our entire database of</p>

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	<p>employers and instantly send their resume to hundreds of companies with just a couple of clicks. In seconds, they're able to market themselves to virtually every single potential employer in their field of study and geographic area...anywhere in the United States</p> <p>-Pathways to Progress Team participated in Texas Association of Community Colleges, Texas Success Center Institute</p>
Fall 2014	<p>-Email recruiting newsletter created and sent to all prospective students who applied but did not enroll for fall 2014 who have provided email addresses as part of on-going recruiting communications efforts to prospective students.</p> <p>-Financial Aid Office began sending email notice to students who did not meet Satisfactory Academic Progress at the end of Fall 2014.</p>
January 2015	<p>Email recruiting newsletter and postcard created and sent to all prospective students as part of a series of on-going recruiting communication efforts to prospective students. Postcard to service area high school seniors mailed in February 2015.</p>
February 2015	<p>Letter to current high school senior dual credit students encouraging them to continue classes at Vernon College following graduation.</p>
Spring 2015	<p>-Financial Aid Office began emailing students:</p> <ul style="list-style-type: none"> • Financial Aid Frequently Asked Questions • Beginning of the Semester Encouragement Letter to students currently on suspension and enrolled • End of Semester reminder to students currently on suspension • Detailed information regarding 150% max time frame to students who are close to reaching their max time frame eligibility. • Name and contact information for our default management services provider. <p>-The Financial Aid Office began posting a monthly blog or newsletter.</p> <p>-ADN Department began faculty advising for students enrolled in the program. The purpose is to address performance and concerns with students. Advising will continue at midterm and end of term during each semester. Each student is assigned an advisor who they will continue seeing through their time in the program.</p>
May 2015	<p>-The Quality Enhancement Committee selected Reading as Vernon College's next QEP topic. The Committee's decision was based on college- wide input from faculty, staff and students through Topic Identification Surveys and QEP Collaboration Sessions. Vernon College constituent input was also considered through a public survey.</p>

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	-GenTex Day – Second year to host service area high school juniors and seniors to gain information about Vernon College programs and departments that can help with the admissions process.
June 2015	The Wright Library in Vernon began staying open later (until 9:00 p.m. instead of 8:00 p.m.) during the summer semesters.
July 2015	Prospective Student Calling project initiated as part of on-going recruitment communications effort.
August 2015	<p>-The library developed a kiosk for use at various venues including information displays at STC, CCC, and Vernon.</p> <p>-The library utilized animation software in developing an orientation to library services. The orientation utilizes a combination of animation and screen capture video to illustrate how to access articles, eBooks, research assistance, and other services. The orientation is currently being shown during Chap Express sessions.</p> <p>-Quality Enhancement Plan Development Task Force was created and charged with writing the Quality Enhancement Plan by completing sections of the QEP Logic Model. This process will include defining Outcomes (objectives, resources and activities) and the Process (assessment/outputs and learning outcomes/project impact.)</p> <p>-Student Success Initiative Grant for Math ended.</p>
September 2015	<p>Vernon College received notification of award for one of the United States Department of Education Title III Grants, Strengthening Institution Program. The grant is for \$2.2 million over the next five years. Of approximately 300 applications this cycle, 40 were funded. It will have a tremendous and positive impact on Vernon College, the service area, and all of our constituents. The two strategies chosen for the grant to enable us to more thoroughly continue with and extend our Student Success Agenda are:</p> <ol style="list-style-type: none"> 1. Provide students, faculty, staff and administration with the information they need to make data informed decisions. This strategy primarily includes replacement of our legacy student information system with a new Enterprise Resource Planning (ERP) Student Information System along with oversight, support and training. 2. Increase academic support through proactive and intrusive advising. This strategy primarily includes structuring policies, practices and programs intentionally designed to maximize students' progress: identifying and providing intensive guidance to at-risk students, faculty and staff training, improved orientation programs, maximum utilization of an Early Alert System, developing a Student Peer Mentor Program, and increasing the number of student success specialists.

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<p>October 2015</p>	<p>-Vernon College Preview Day: Hosted service area high school seniors on the Vernon Campus to gain knowledge and information about admission, financial aid, student services processes and Vernon College programs.</p> <p>-Vernon College received notification of Title III, Strengthening Institutions Program Grant award of \$2.23 million over 5 years. This grant will enable VC to more thoroughly continue with and extend our Student Success agenda:</p> <ol style="list-style-type: none"> 1. Provide students, faculty, staff and administration with the information they need to make data informed decisions. This strategy includes replacement of our legacy student information system with a new Enterprise Resource Planning (ERP) Student Information System along with oversight, support and training. 2. Increase academic support through proactive and intrusive advising. This strategy primarily includes structuring policies, practices and programs intentionally designed to maximize students' progress: identifying and providing intensive guidance to at-risk students, faculty and staff training, improved orientation programs, maximum utilization of an Early Alert System, developing a Student Peer Mentor Program, and increasing the number of student success specialists. <p>-Title III Oversight Committee, ERP/SIS Task Force, and Student Success Pathway Task Force established and began meeting monthly to provide oversight and guidance to adhere to Title III grant policies.</p> <p>-Student Success Pathway Coordinator and Student Success Specialist appointed.</p>
<p>Fall 2015</p>	<p>In the Fall of 2015, the PASS Department began offering free online tutoring via NetTutor in order to better serve our on-site and our distance students with academic support.</p>
<p>Spring 2016</p>	<p>-Title III Efforts:</p> <ul style="list-style-type: none"> • Outreach continued to at-risk student populations through academic coaching and Chaps Express programming. • Workshops for faculty, staff and student conducted. • Eighteen pilot faculty mini-grants awarded and completed. • Peer Mentor Program objective and guidelines drafted. • ERP/SIS purchased (Unit 4 Solutions Management – U4SM and Dynamics GP – DGP) • ERP/SIS Implementation Team established to oversee the transition of the new ERP/SIS over a five year period. <p>-The QEP Development Task Force, with oversight provided by the QEP Planning Committee, selected @VCReads as the name of the reading Quality Enhancement Plan. The plan will have 3 strategies:</p> <ol style="list-style-type: none"> 1. Increase Vernon College students' reading capability and reading goal orientation.

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	<p>2. Assist faculty to better understand benefits of active metacognitive reading strategies in order to practice them.</p> <p>3. Connect our communities through reading for enterprise and discovery.</p> <p>The PASS Department Tutoring Coordinators began offering a “hands-on” introduction to the online tutoring service, NetTutor, during Chaps Express orientations.</p>
April 2016	<p>-The decision was made to move from the AwardSpring on-line scholarship application to the more mature and robust AcademicWorks beginning with the 2017-2018 application which will be open in November 2016.</p>
Summer 2016	<p>-Title III:</p> <ul style="list-style-type: none"> • Initial group of student peer mentors interviewed and hired. • ERP/SIS installed and test environment continued to be constructed.
Fall 2016	<p>-Title III Efforts:</p> <ul style="list-style-type: none"> • Peer mentor program officially begun. • Chaps Express and outreach programming to at-risk student groups expanded with the Fall Student Success Series. <p>-Dual Credit Process Improvement Task Force formed to develop recommendations.</p> <p>-The library extended weekend hours of operation at the Century City Center Library to increase flexibility in weekend scheduling. Weekend hours were extended from 7 to 10 and then split equally between Saturday from 9:00 AM to 2:00 PM and Sunday from 3:00 PM to 8:00 PM.</p> <p>-Registration Process Improvement Task Force formed to develop recommendations.</p> <p>-#chapSuccess was initiated at onsite registration to assist students with the login process for their student email and Canvas (VC’s learning management system) accounts. The initiative was very successful and highlighted certain areas for improvement.</p> <p>Based on #chapSuccess feedback, the student login team created VC³ in an effort to make the process more student/user friendly. The VC³ initiative changed the password process to include a single password for all three student systems (Email, Canvas, MyVC). Email addresses were also updated to be firstname.lastname@student.vernoncollege.edu instead of the previous random letter and number alias. The VC³ initiative was implemented mid Fall semester for all new students entering Vernon College.</p> <p>-Increase time of study hall hours for baseball, softball and volleyball.</p>

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	<p>-The QEP Development Task Force in conjunction with the Integrated Marketing and Recruiting Committee began working to develop a comprehensive QEP marketing plan. A QEP logo contest was conducted to provide an opportunity for students, faculty, staff and community to provide creative suggestions.</p> <p>-The Financial Aid Office implemented early FAFSA and prior, prior year income reporting.</p>
Spring 2017	<p>The developmental lab built for the Student Success Initiative for Math will change to an All Level Math Lab.</p> <p>- Implemented CoRequisite Developing Algebra Skills course for College Algebra.</p> <p>-The Financial Aid Office held Financial Aid Awareness Day at the Vernon and Century City locations.</p> <p>-Updated Athletic Policy Manual to state mandatory study hall hours and documentation for all sports (baseball, softball, volleyball and rodeo)</p> <p>-Graduated 21 students from the Vernon College Law Enforcement academy.</p> <p>-100% pass rate on Basic Peace Officer for the fifth year.</p> <p>-The Student Success Team implemented, evaluated, and made immediate improvements to three initiatives [Student Success Series (Academic Workshops), Peer Mentoring and STEPS (Striving to End Probation Status)] targeting students in need of additional assistance within the 2016-17 academic year. The immediate improvements resulted in a 55% increase in student participation from Fall to Spring, thus teaching them to become stakeholders in their own academic success.</p> <p>-The Student Success/Title III Mini Grant Program initiative met and exceeded grant year two expectations. Vernon College faculty have played a key role in leading this program which is designed to infuse proactive and intrusive advising high impact techniques; therefore, improving student engagement in academic support programs as well as retention, completion and transfer rates. Through the mini grants, faculty have successfully assessed these techniques for feasibility and provided best practices to be implemented throughout the college. Proactive and intrusive advising principles assessed thus far include classroom proactive intervention, relationship building, career exploration/preparation, self-efficacy, referrals to appropriate resources, student engagement, study skills, relevance, and life skills.</p>
March 2017	<p>The ERP System (Greenshades, Reqlogic, Comprehensive Leave Manager, Dynamics GP) was successfully launched on March 1, 2017.</p>

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Summer 2017	<p>-The Vernon Tutoring Coordinator created a tutoring shell in CANVAS that contains access to NetTutor and Online Essay Tutoring as well as RN Tutoring Recordings, Student Success Events and links, and a “Learn Something New Today” page that uses TED and Veritasium instructional and academic videos (Examples: The Science of Thinking; Intro to Economics, etc.) 649 students have been enrolled so far this year and have access to all resources in this shell.</p> <p>-Through additional advertising and orientations, the Vernon College PASS Department increased our online tutoring (NetTutor) usage from the previous year by 51% (2015-2016 2602 minutes: 2016-2017 3941 minutes)</p> <p>-The library developed an orientation web page to assist students in accessing and using library resources and services. The web page includes links to information and short video clips on how to access article databases, the online catalog, library assistance, career resources, and group study spaces. There is also a link to the schedule of live webinars that are offered throughout the fall and spring semesters.</p> <p>-The library also implemented an initiative to offer live, online orientations scheduled throughout the fall and spring semesters. The webinars are designed to assist students with research support through Q & A, student/staff collaboration, and live demonstrations using the library’s web conferencing tool iMeet. With iMeet, library staff can utilize audio/video conferencing and desktop sharing capabilities to assist students in accessing and using library resources. From a link located on the orientation web page, students can view a schedule and register for any of the webinars listed.</p>
Fall 2017	Implemented Developmental Math corequisite courses: Developing Algebra Skills (Math 0214) and Developing Contemporary Math Skills (Math 0332) to further facilitate the Math Pathways initiative.

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Approved by Student Success Data Committee October 13, 2017