

Vernon College Annual Action Plan 2018-2019 - Technology by Priority Initiative

Priority Initiative #1:

Implement a centralized, unified and organized recruitment and retention effort.

Admissions, Records and Financial Aid

Admissions and Records

Objective #1: Provide seamless access to Admissions services for prospective students to assist and facilitate recruitment efforts

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

Statement of Need: Simplification of the Admission process and subsequent enrollment procedures is required to increase student enrollment

Actions:

1. Develop and implement U4SM workflow document to streamline the migration process from prospect to applicant to enrollment

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

Assessment Method: As evidenced by IPEDS 12-Month Enrollment numbers, U4SM workflow document, contact reports and applied/enrolled success rates **Date:** Ongoing annual review with summation by August 2019

Objective #2: Improve student retention and success annually

Responsibility: Admissions and Records staff

Statement of Need: Retention and completion standards required by THECB, SACSCOC, and Title III Objective Measurements

Actions:

1. Send progress reports to notify students of their academic status at semester end
2. Create and implement a U4SM workflow document to include refinements and additions to "Student Success thru Communication" project
3. Enhance "Early Alert" initiatives of U4SM
4. Continuous development and implementation of the automatic review/awarding of certificates/degrees
5. Notify students of President or Dean List honors each Fall and Spring semester

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

Assessment Method: **Date:** Ongoing annual review with summation by April 2019

1. Student retention as measured by Fall to Spring enrollments (THECB 001s)
2. As evidenced by number of progress reports sent to students
3. U4SM workflow document
4. Number of "Early Alert" contacts reached by the Office of Admissions and Records

5. As evidenced by U4SM degree audit workflow document and number of degrees/certificates awarded

Recruiting

Objective #1 : Develop and implement recruiting plan for VC students with 30 or more VC SCH who did not reenroll	
Responsibility: Director of Admissions and Records, Coordinator of Recruiting, Assistant Recruiting Coordinator	
Statement of Need: Increase enrollment to meet the mission of Vernon College as well as to sustain the institution. Retention and completion standards required by THECB, SACSCOC, and Title III Objective Measurements	
Actions: <ol style="list-style-type: none">1. Identify students who dropout after obtaining 30 VC SCH2. Conduct e-mail and phone blitz outreach to students with 30 VC SCH3. Attempt dropout recovery in partnership with the Office of Student Services/Student Success4. Attempt dropout recovery in partnership with the division of Health Occupations for students who have challenges with HESI testing, pre-requisites, or program entry	
Resources and Approximate \$: Institutional Improvement: Recruiting Materials \$2000 Travel \$500 Events \$2000; Technology	
Assessment Method: Date: Ongoing annual review with summation by April 2019 <ol style="list-style-type: none">1. Student retention as measured by Fall to Fall enrollments (THECB 001s)2. U4SM workflow document3. Utilization of recruiting reports to determine best practices and use of results for improvement4. Recruiting report submitted to the Integrated Marketing and Recruiting Committee	
Objective #4: 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: <ol style="list-style-type: none">1. Develop and implement a strategic communication plan for prospective students leading to application and enrollment2. Explore alternative and best practices to communicate with prospective students outside of normal business hours	
Resources and Approximate \$: Institutional Improvement: Postcards \$6000 Letters \$1000, Email Campaign \$2200 Technology: Printer \$400	
Assessment Method: Date: August 2018 <ol style="list-style-type: none">1. Survey of incoming students, faculty on the impact of the communication plan2. Report of identified communication barriers and strategies to overcome barriers	

Instructional Services

Objective #2: Increase retention rate through proactive interventions.
Responsibility: VP of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: VC Enrollment KPIA and THECB 60X30 initiatives.
Actions: <ol style="list-style-type: none"> 1. Continue to support the Student Success Pathways initiatives of the Title III Grant as applicable to Instructional Services. 2. Assist in the customization, training, and implementation of the Early Alert/Advising modules within the new ERP/SIS (U4SM). 3. Through appropriate professional development and institutional policies/processes/practices, ensure faculty 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. 4. With the ERP/SIS Manager, develop appropriate dashboards and customized reports to provide relevant data and enable faculty and staff to more effectively identify and respond to barriers to student success.
Resources and Approximate \$: \$? - Institutional Improvement, Technology
Assessment Method: VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA, Title III reports and documentation
Date: : September 30, 2019

Office of the President

Enterprise Resource Planning/Student Information System

Objective #1 : Formalize workflow processes for Unit 4 Solutions Management (U4SM) for recruitment
Responsibility: Student Information System Director, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: <ol style="list-style-type: none"> 1. Analyze results of the completed departmental workflows 2. Apply the results of the completed departmental workflows into the new ERP/SIS system.
Resources and Approximate \$: Institutional Improvement, Technology
Assessment Method: Submitted workflows uploaded into Canvas will be fully analyzed. September 2018 Workflow results will be applied. March 2019

Objective #2 : Formalize workflow processes for Unit 4 Solutions Management (U4SM) for retention
Responsibility: Student Information System Coordinator, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: <ol style="list-style-type: none"> 1. Analyze the completed departmental workflows as uploaded into Canvas

2. Apply the results of the completed departmental workflows into the new ERP/SIS system.

Resources and Approximate \$: Institutional Improvement, Technology

Marketing and Community Relations

Objective #1 : Creating Awareness of Vernon College and the education offered to recruit more students

Responsibility: Coordinator of Marketing and Community Relations; Director of Institutional Advancement/Executive Director, Vernon College Foundation and Recruiting Coordinator.

Statement of Need: Increase enrollment to sustain Vernon College and to meet the mission of promoting a culture of success for our students and communities. Decreased enrollment over a five year period, along with decreased state appropriations has strained the Vernon College budget. Increased enrollment is vital to Vernon College not only growth of new programs and classes but also to sustain the college. Through marketing, in partnership with recruiting and advancement, Vernon College will be brought to top of mind awareness in the 12 county communities it serves. More exposure at community events will raise the profile of Vernon College which in turn will have more people in our community thinking about education.

Actions:

1. Through a comprehensive online marketing strategy, the college will have visibility to traditional students, the influential parents of traditional students and the non-traditional student population. Ads and Posts for Vernon College will run on YouTube, and Facebook.
2. TV ad campaign to run during fall/spring registration (June, July, August, November, December).
3. Working with Coordinator of Recruiting to be at community events and have a presence in the high school both on and off their campus.
4. Promotion of events such as; Preview Day on the Vernon Campus and at the Century City Center to draw more high school seniors to Vernon College.
5. Promotion of community events such as; Calle Oche Street Festival, The Home and Garden Festival, Road to College and Reading is Power Program.
6. Working with Director of Institutional Advancement to promote scholarships available through Vernon College which will make college more affordable to students who meet the criteria.

Resources and Approximate \$:

1. Institutional Improvement: Crane West marketing firm for advertising, printing, social media advertising -- \$70,000. NCMPR Regional and Annual Conferences, TACCM Annual Conference, Digital Summit Annual Conference -- \$9,000. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$4,000. Membership dues in NCMPR, and TACCM -- \$4,500.
2. Technology: no \$

Assessment Method:

Date:

1. Checking analytics of post that were viewed, and how many resulted in clicks to our website for more information **August 31, 2019.**
2. Comparison of enrollment numbers from 2017-2018 to ensure marketing is reaching the demographic. A rise in enrollment would show effective marketing strategy. Failure to raise enrollment would indicate further assessment of marketing. **August 31, 2019 and on-going.**

3. Assess community/high school events and evaluate if they were an effective use of resources. **August 31, 2019 and on-going.**
4. Review the marketing of scholarship availability to see if it translated to click through to the Award Spring application **August 31, 2019.**

Student Services

Student Success/Title III

Objective # 1: Continue programs/interventions intended to provide intensive guidance to at-risk students.
Responsibility: Student Success Pathway Director, 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 Vernon College. Currently academic probation students are not required to see an advisor prior to enrolling in the following semester. If they choose to see an advisor other than a Student Success Specialist, there is no indicator to alert the advisor that they are on academic probation and/or financial aid warning/suspension.
Actions: <ol style="list-style-type: none"> 1. Once U4SM is implemented, continue to refine the process for identifying at-risk students. 2. Create a written process outlining the plan followed during an Academic Coaching session that can be individualized per student. The process will include specific proactive and intrusive advising strategies as well as support services available for recommendation. 3. Evaluate the new Striving to End Probation Status (STEPS) program form for effectiveness as it relates to the student's participation in the program. 4. Place emphasis on STEPS students 3rd appointment or degree planning appointment to strongly encourage participation. 5. Formalize the process for scheduling appointments and appointment reminders to students (both Academic Coaching and STEPS).
Resources and Approximate \$: Institutional Improvement - no \$ - staff time and effort; Technology
Assessment Method: <ol style="list-style-type: none"> 1. Documentation of trainings or meetings that include at-risk markers or fields or the discussion of process/workflows. (Dates, Agenda) May 2019 2. Written Academic Coaching process. July 2019 3. Number of STEPS students participating and completing the program, qualitative assessments. July 2019 4. Number of STEPS students participating in 3rd appointment. July 2019 5. Written plan detailing appointment schedule and reminder process. July 2019

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

Admissions and Records

Objective #1: Ensure automatic awarding of degrees/certificates
Responsibility: Director of Admissions/Registrar and ERP/SIS Coordinator
Statement of Need: Focus on Student completion. Prioritization of higher education and workforce readiness
Actions: <ol style="list-style-type: none"> 1. Develop and implement Identify students close to completion 2. U4SM workflow document
Resources and Approximate \$: Institutional Improvement- Time and Effort, Technology
Assessment Method: Date: On-going annual review with summation by Sept 2019 <ol style="list-style-type: none"> 1. Through appropriate reporting methods (IPEDS graduation, THECB 009s)

Instructional Services

Objective #2: Improve success rates of students enrolled in online courses.
Responsibility: VP of Instructional Services, Division Chairs, Program Directors & Coordinators, 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. Effectively utilize instructor dashboard analytics available through the new ERP/SIS (U4SM) to identify students who might potentially be at risk in an online environment and provide appropriate advising/interventions to identified students. 2. Continue to review eSIR II results and work with faculty to assess the quality of online courses using the institutionally adopted Rubric for Online Instruction (ROI). 3. Discuss/review options for assessing non TSI clear students for online course readiness.
Resources and Approximate \$: None – Institutional Improvement, Technology
Assessment Method: Grade Distribution Reports, VC Course Completion Success KPIA
Date: September 30, 2019

Objective #3: Continue to monitor and evaluate success of redesigned developmental education plan.
Responsibility: VP of Instructional Services, Division Chairs, 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 with the aid of enhanced analytics available through the new ERP/SIS (U4SM). 3. Continue to review and monitor curriculum and modalities.
Resources and Approximate \$: None – Institutional Improvement, Technology
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, 2019

Office of the President

Enterprise Resource Planning/Student Information System

Objective #1 : To provide the support needed to improve student learning
Responsibility: Student Information System Coordinator, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: <ol style="list-style-type: none"> 1. Determine the needs of the college divisions and student services in order to construct an early alert system in U4SM 2. Develop and test the early alert system in U4SM
Resources and Approximate \$: Institutional Improvement, Technology
Assessment Method: Needs determined as documented in monthly Implementation Team meetings. October 2018 Early alert developed and tested. January 2019

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. 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 Foundation/Corporation Funding Search 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 Vice President 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. Raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.
3. Research on-line giving through the College website for implementation once U4SM is in place.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President 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.
5. Work with the President, the Vice President of Instructional Services, and the Associate Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Continue to serve as the Grant Manager for the college's Title III and USDA Grant Federal grants and the new Nursing state grant and others as assigned.

Resources and Approximate \$:

1. **Institutional Improvement:** No \$
2. **Personnel:** Advancement Specialist – Grant Developer -- \$35,000 - \$40,000
3. **Technology:** No \$

Assessment Method:

Date:

1. Advancement Specialist—Grant Developer hired by **August 31, 2019**.
2. \$250,000 raised from current donors and identified new donors, implementation of pilot affinity group, other giving strategies, and grants as evidenced by reports provided for monthly Board of Trustees meetings and Foundation quarterly meetings and the Voluntary Survey for Aid to Education (VSE) by **August 31, 2019**.
3. New grant opportunities identified and proposals submitted by **August 31, 2018**.
4. On-line giving options researched, selected and ready for implementation when U4SM goes live by **August 31, 2019**.
5. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by **October 1, 2018**.
6. Grant Management, including UGG compliance monitoring results in Title III Year 4 funds awarded by **October 1, 2018**.
7. Grant Management, including UGG compliance monitoring results approval of Year 2 USDA grant annual report by **September 30, 2018**.

8. Ensure that all managed grants continue to be in compliance with all Federal and State of Texas rules and regulations as shown by the College's Annual Audit by **December 31, 2018**.

Office of the President

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/Report Calendar for improvement
Actions: <ol style="list-style-type: none"> 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/Report 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; Creation and utilization of dashboards and reports as part of the ERP/SIS Date: Ongoing annual review with summation by July 1

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

Office of the President

Enterprise Resource Planning/Student Information System

Objective #1 : Explore needs and ideas of incorporating general education outcomes within the new U4SM system
Responsibility: Student Information System Coordinator, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: <ol style="list-style-type: none"> 1. Meet with the academic deans to see how U4SM can support the general education outcomes throughout the institution 2. Meet with division chairs to see how U4SM can support the general education outcomes throughout the institution
Resources and Approximate \$: Institutional Improvement, Technology
Assessment Method: Meet with academic deans and upload documented needs into Canvas. October 2018 Meet with division chairs and upload documented needs into Canvas. November 2018

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.

Admissions, Records and Financial Aid

Financial Aid

Objective #1: Support the QEP through improved 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 creation of Financial Aid Webinar

Resources and Approximate \$: **Institutional Improvement:** Time, Effort, Travel and Supplies \$1,250 **Technology:** Texting software of \$3,000

Assessment Method: New Student Orientation and Chap Express brochures. ISIR Pull-Down List. Travel expenses to area high schools and community events. Improvement of CCSSE benchmarks **Date:** August 2019

Instructional Services

Objective #3: Support the QEP by providing information resources and services to assist students with Inquiry Based Learning and the research process.

Responsibility: Director of Library Services, Library Staff

Statement of Need: The College has adopted Inquiry Based Learning (IBL) as the QEP. Research is a central component of inquiry based learning as students seek to locate information that answers questions and leads students to a greater understanding of the topic or issue. The library will provide the resources needed to facilitate the research process and to accommodate group study and collaboration, key components in IBL.

Actions:

1. Provide training to library staff on Inquiry Based Learning.
2. Promote library resources/services which support student access to research assistance. Resources include research guides, web-

based tutorials, a chat room, an orientation posted on the library homepage, and live webinars scheduled throughout the fall and spring semesters. Students may view a webinar schedule and register online from a link posted on the orientation page. Notify faculty via email and through presentations scheduled during Division meetings, and during staff development breakout sessions scheduled in the fall and spring.

3. Promote library instructional support available at the request of faculty. Collaborate with faculty to ensure resources presented are supportive of the IBL assignment.
4. Equip group study rooms in Vernon and CCC with multimedia/collaboration stations to facilitate group work on projects and presentations in support of IBL. Consider purchasing a new table or converting an existing table to a multimedia unit. Technologies needed for converting an existing table include a TV monitor, 4-6 HDMI "Show Me" cables, a 4-6-input HDMI switcher, an IPL T System Controller and a surface power unit. The approximate cost for the technology will be \$350.00 for each table.

Resources and Approximate \$: Technology, \$700.00 This amount is needed to equip two group study rooms with the collaborative technology.

Assessment Method: Collaborative technologies will be installed in two group study rooms by August 2019. Library services will be promoted as evidenced by email notifications to faculty and by presentations to faculty/staff during staff development. One-hundred percent (100%) of full time library employees will complete training in IBL by August 2019.

Date: Collaborative Technologies installed and training completed by August 2019; Promotional activities completed by December 2018

Office of the President

Enterprise Resource Planning/Student Information System

Objective #1: Ensure U4SM integrates the institutional Quality Enhancement Plan within the system framework

Responsibility: Student Information System Coordinator, ERP/SIS Implementation Team

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

Actions:

1. Meet with the Director of Quality Enhancement to ascertain the needs for the Quality Enhancement Plan
2. Meet with the QEP Development Team to ensure U4SM integrates the QEP into the learning framework

Resources and Approximate \$: Institutional Improvement, Technology

Assessment Method:

Director of Quality Enhancement meeting notes uploaded into Canvas. November 2018

QEP Development Team meeting notes uploaded into Canvas. February 2019

Priority Initiative #5:

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

Instructional Services

Objective #1: Enhance faculty and staff performance through appropriate internal & external professional development activities.
Responsibility: VP of Instructional Services, Associate Dean of Instructional Services, Director of Quality Enhancement, Professional Development committee, Division Chairs, Directors, Coordinators
Statement of Need: Student Evaluations of Instruction (SIR II & eSIR II results), CCSSE results, SENSE results, VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA, Core Objective assessment requirements, SACSCOC & THECB criteria.
Actions: <ol style="list-style-type: none"> 1. Provide internal professional development workshops which target the following: <ol style="list-style-type: none"> a. Classroom technology including advanced applications of the <i>Canvas</i> LMS. b. Proactive and intrusive advising strategies. c. Effective utilization of the newly adopted ERP/SIS (U4SM). d. 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. e. Opportunities for improvement as identified by SIR II/eSIR II results, End of Semester Course Review (ESCR) instrument, and faculty/staff evaluations. f. Refinement of course specific signature assignments and the use of rubrics to be used in the assessment of core objectives (general education outcomes). 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 the availability of on-line professional development opportunities.
Resources and Approximate \$: None – Institutional Improvement (\$ from Instructional Services Faculty Travel budget & Perkins grant), Technology
Assessment Method: Student Evaluations of Instruction (SIR II and eSir II), Core assessment, CCSSE & SENSE Results, Professional Development Calendar and attendance logs, annual spring professional development survey, \$ budgeted and expended
Date: August 31, 2019

Office of the President

Enterprise Resource Planning/Student Information System

Objective #1 : Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions by scheduling training with the ERP provider
Responsibility: Student Information Software Coordinator, ERP/SIS Task Force
Statement of Need: Replacement of legacy system funded through the Title III grant
Actions:

<ol style="list-style-type: none"> 1. Migration of data into the new ERP System 2. Migrated Data validated I the new ERP system
Resources and Approximate \$: Technology/ Title III Grant Funding
Assessment Method: All Data Migration. November 2018 Validation of migrated of data completed. May 2019

Institutional Advancement

Objective #2: Where possible research and identify professional development opportunities that are available to Vernon College faculty and staff.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist -- Grant Developer
Statement of Need: Professional development opportunities are essential in order to learn about new strategies and techniques that will enhance employee efforts on behalf of Vernon College. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.
Actions: <ol style="list-style-type: none"> 1. Research grant opportunities such as the National Endowment for the Humanities Summer Institutes for College and University Teachers. 2. During the Federal Funding Task Force in Washington, D.C. meet with Federal Agency personnel to discuss and learn about professional development opportunities that are available for the coming year. This helps keep the College’s name in “front” of agency personnel. 3. Through the College email system and the Vice President of Instructional Services, send notices of funding opportunities as the information is publicized on agency websites. 4. Assist faculty and staff in the preparation and submission of grant proposals to support faculty/staff development to private and public funding agencies.
Resources and Approximate \$: <ol style="list-style-type: none"> 1. Institutional Improvement: No \$ 2. Technology: Renewal of Foundation/Corporation search software – \$2,500
Assessment Method: Date: <ol style="list-style-type: none"> 1. Potential sources researched and publicized to Vernon College community by August 31, 2019. 2. Proposals written and submitted by August 31, 2019.

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

Financial Aid

Objective #1: Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.3
Responsibility: Dean of Admissions & Financial Aid/Registrar, Director of Admissions and Records, and Director of Financial Aid
Statement of Need: The institution provides a sufficient number of qualified staff – with appropriate education or experience in the student affairs area – to accomplish the mission of the institution (SACS 3.9.3)
Actions: <ol style="list-style-type: none">1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office2. 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. \$21,000) per position Technology: Computer (\$1,000) 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 FAFSA volume and annual dollars of aid awarded
Date: March 2019 Date: November 2018

Administrative Services

Bookstores

Objective #4 : Point Of Sale (POS) System for Vernon and Wichita Bookstores
Responsibility: Kim Bateman, Garry David
Statement of Need: <ol style="list-style-type: none">1. POS efficiently tracks inventory. By having up-to-date data regarding merchandise for sale we could increase our bottom line.2. Will be better positioned to service the customers quickly.3. Ensures accuracy by scanning products sold.4. Allow the bookstores to be more competitive in buying and selling new and used textbooks.5. Integration with the new ERP/SIS.
Actions: Purchase and install a new Point of Sale system at both stores. Update all inventory data and train all employees.
Resources and Approximate \$: Technology , \$40,000
Assessment Method: Scanning all incoming shipments into the system and scanning all sales. Date: June 30, 2019

Office of the President

Enterprise Resource Planning/Student Information System

Objective # : Provide students, faculty, staff, and administration with the information they need to make data informed decision
Responsibility: SIS Coordinator, ERP/SIS Task Force, SIS Implementation Team

Statement of Need: Replacement of the legacy system funded through the Title III grant
Actions: <ol style="list-style-type: none"> 1. Training videos of new SIS developed 2. Training Manual of new SIS developed
Resources and Approximate \$: Technology/Title III Funds
Assessment Method: Training videos of new SIS Completed. March 2019 Training Manual of new SIS Completed. March 2019

Institutional Advancement

Objective #1: Respond to College funds needs through various fundraising methods.
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 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: <ol style="list-style-type: none"> 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 Foundation/Corporation Funding Search 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 Vice President 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. Raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies. 3. Research on-line giving through the College website for implementation once U4SM is in place.

<ol style="list-style-type: none"> 4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President 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. 5. Work with the President, the Vice President of Instructional Services, and the Associate Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
<p>Resources and Approximate \$:</p> <ol style="list-style-type: none"> 1. Institutional Improvement: No \$ 2. Personnel: Advancement Specialist – Grant Developer -- \$35,000 - \$40,000 3. Technology: Renew annual Raiser’s Edge software license -- \$10,600; Renewal of Foundation/Corporation search software – \$2,500; Implementation of on-line giving software -- \$5,000
<p>Assessment Method: Date:</p> <ol style="list-style-type: none"> 1. Advancement Specialist—Grant Developer hired by August 31, 2019. 2. \$250,000 raised from current donors and identified new donors, implementation of pilot affinity group, other giving strategies, and grants as evidenced by reports provided for monthly Board of Trustees meetings and Foundation quarterly meetings and the Voluntary Survey for Aid to Education (VSE) by August 31, 2019. 3. New grant opportunities identified and proposals submitted by August 31, 2019. 4. On-line giving options researched, selected and ready for implementation when U4SM goes live by August 31, 2019. 5. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2018. 6. Grant Management, including UGG compliance monitoring results in Title III Year 4 funds awarded by October 1, 2018. 7. Approval of Year 2 USDA grant annual report by September 30, 2018.

Marketing and Community Relations

<p>Objective #1: Respond to College funding needs through marketing of various fundraising methods.</p>
<p>Responsibility: Coordinator of Marketing and Community Relations; ; Director of Institutional Advancement/Executive Director, Vernon College Foundation</p>
<p>Statement of Need: With ever changing technology and ease of search it is essential that Vernon College have up to date technology to support student learning, retention, and certificate/degree completion or transfer by students. A SmartCatalog available on the Vernon College website would meet the needs the of today’s students and potential students. A readily available catalog that is searchable and quickly lets a student see the program they are interested in quickly will help retain their interest in higher education.</p>
<p>Actions:</p> <ol style="list-style-type: none"> 1. Renewal of SmartCatalog on the Vernon College website. June 1, 2019
<p>Resources and Approximate \$:</p> <ol style="list-style-type: none"> 1. Technology: Implement/Renew annual Smart Catalog -- \$8,000

Assessment Method:**Date:**

1. Annual software licenses/maintenance contracts renewed by **August 31, 2019.**

President/Effectiveness

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/Report Calendar results and KPIA benchmark data; Title III evaluation plan data; and to ensure effective and efficient purchasing processes

Actions:

1. Provide formal and informal opportunities for input e.g. Vernon College Effectiveness Questionnaire (Survey Monkey)
2. Utilize community focus and advisory groups

Resources and Approximate \$: Institutional Improvement- no \$, Technology – Survey Monkey utilized through QERI, no additional \$

Assessment Method/Date: As evidenced by agendas, minutes and meeting notes ; administration, evaluation and sharing of Vernon College Effectiveness Questionnaire results **Date:** Ongoing with semiannual summation to be reviewed January and July

Objective #4: The College will provide appropriate technological resources to monitor compliance of standards and submission of SACSCOC Compliance Certification Report.

Responsibility: President and Director of Institutional Effectiveness

Statement of Need: To meet expected SACSCOC criteria

Actions:

1. Maintain Compliance Assist software license

Resources and Approximate \$: Technology, \$6000

Assessment Method/Date: As evidenced by budget, license renewal and submitted report **Date:** November

Student Services**Student Success/Title III**

Objective #2: Support Title III Initiative, Strategy 1: Provide students, faculty, staff, and administration with the information they need to make data informed decisions

Responsibility: ERP/SIS Coordinator, Implementation Team

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

Actions:

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

Resources and Approximate \$: Institutional Improvement – no \$, Technology/Title III Funds

Assessment Method:

Date:

1. Agendas, Minutes, Scheduled Trainings July 2017

Priority Initiative #7:

Enhance the technological infrastructure of the institution.

Administrative Services

Information Technology

Objective #1 : Adhere to Best Practices IT Replenishment Strategy

Responsibility: Run Business Solutions

Statement of Need: Purchase is necessary to bring the college to a best practices IT replenishment plan for all computing equipment.

Actions:

1. Update Replenishment List and submit to Deans for approval.
2. Purchase 90 faculty computers, 100 lab use computers.
3. Roll out 10 faculty and staff computers per month and replace 1 Lab per holiday break.

Resources and Approximate \$: Technology \$137,871.30

Assessment Method: Documentation of purchases via the VC IT Budget and Replenishment Completion Schedule. **Date:** Purchases made by June 31, 2018 Installation of computers completed by Aug 31, 2019

Objective #2 : Microsoft Teams

Responsibility: Run Business Solutions

Statement of Need: Organized/Structured communications platform is needed to strengthen team centric communication and collaboration.

Actions:

1. Identify and test with pilot group.
2. Determine procedures/use cases.
3. Rollout to all faculty and staff.

Resources and Approximate \$: Technology – No \$\$

Assessment Method: All faculty participation in Teams collaboration **Date:** May 31, 2019

Objective #3 : Runbiz Emergency Response SMS (Text) Support

Responsibility: Run Business Solutions

Statement of Need: An out of band emergency communication method is needed to better communicate and escalate technical emergencies.

Actions:

<ol style="list-style-type: none"> 1. Establish emergency support number. 2. Publish number to approved escalation points of contact.
Resources and Approximate \$: Technology – No \$\$
Assessment Method: Successfully use emergency communication method to escalate technical emergencies. Date: July 31, 2019

Objective #4 : Runbiz Professional Development Training for Faculty and Staff
Responsibility: Run Business Solutions
Statement of Need: Raise the level of technical education to increase productivity.
Actions: <ol style="list-style-type: none"> 1. Define areas of need. 2. Prepare training materials. 3. Schedule and execute training.
Resources and Approximate \$: Technology – No \$\$
Assessment Method: Complete training sessions. Date: August 31, 2019

Admissions, Records and Financial Aid

Admissions and Records

Objective #1: Maintain and enhance technology infrastructure of the Admissions and Records Office
Responsibility: Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records
Statement of Need: Admissions and Records must continuously maintain and enhance their technology in order to accomplish their primary responsibilities, meet students expectations for services, and comply with THECB and SACS requirements
Actions: <ol style="list-style-type: none"> 1. Monitor IT “Replenishment List” for desktop computers for Admissions and Records staff of 12 2. Purchase 2 replacement printers for Admissions and records staff of 12 3. Monitor age of Scanners for replacement due to usage
Resources and Approximate \$: Technology: Scanners 1 @ \$1,000 = \$1,000 HP Printers 2 @ \$750 = \$1,500
Assessment Method: Purchase of above before or during current academic year; budget allocations Date: August 2019

Admissions - Recruiting

Objective #1: Maintain and enhance technology infrastructure of the Recruiting Office
Responsibility: Dean of Admissions and Financial Aid/Registrar, Director of Admissions and Records and Coordinator of Recruiting
Statement of Need: Recruiting Office must continuously maintain and enhance technology in order to accomplish the primary responsibilities for the office and meet students expectations for services

Actions:	
<ol style="list-style-type: none"> 1. Monitor IT "Replacement List" for desktop computers for Coordinator of Recruiting 2. Monitor printer usage 	
Resources and Approximate \$: Technology: Printers 1 @ \$750 = \$750	
Assessment Method: Purchase of above before or during current academic year	Date: August 2019

Financial Aid

Objective #1: Maintain and enhance technology infrastructure of the Financial Aid Office	
Responsibility: Dean of Admissions and Financial Aid/Registrar and Director of Financial Aid	
Statement of Need: Financial Aid must continuously maintain and enhance technology in order to accomplish the primary responsibilities for the office, meet students expectations for services, and comply with Department of Education (DOE) technology requirements	
Actions:	
<ol style="list-style-type: none"> 1. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 10 2. Purchase 2 replacement printers for Financial Aid staff of 10 3. Monitor age of Scanners for replacement due to usage 4. Monitor Department of Education technology requirements for electronic processing 	
Resources and Approximate \$: Technology: 1. Scanners 1 @ \$1,000 = \$1,000 2. Printers 2 @ \$750 = \$1,500 3. DOE required processing computer \$1,500	
Assessment Method: Purchase of above before or during current academic year	Date: August 2019

Instructional Services

Objective #1: Improve effectiveness and reliability of ITV classrooms.	
Responsibility: VP of Instructional Services, Division Chairs, Directors, Media Specialist, IT department.	
Statement of Need: Recommendation by faculty, staff, and students; current equipment no longer supported.	
Actions:	
<ol style="list-style-type: none"> 1. Replace current Tandberg ITV systems with CISCO systems V423, V425, CCC 302, CCC715, CCC 717) 2. Provide additional rolling cart unit on the Vernon Campus. 	
Resources and Approximate \$: Technology, \$57,000 (Estimated @\$28,500/room or \$17,000/cart)	
Assessment Method: Recommendation to Technology & Facilities committees	
Date: February 1, 2019	

Objective #2: Implement alternatives when appropriate to ITV systems including Skype for Business (currently available in Microsoft Office 365), Canvas Big Blue Button, and Pexip.
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Responsibility: VP of Instructional Services, Division Chairs, Directors, Media Specialist, IT department.
Statement of Need: Recommendation by faculty and staff.
Actions: 1. Professional development training for alternatives to ITV systems (Skype for Business, Canvas Big Blue Button, and Pexip).
Resources and Approximate \$: ? - Facilities/Technology
Assessment Method: Expressed Faculty/Student satisfaction
Date: September 30, 2019

Objective #3: Implement the newly adopted ERP/SIS (U4SM) throughout Instructional Services.
Responsibility: VP of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: Institutional decision to adopt a new ERP/SIS (U4SM) to replace POISE. Carryover from 2017-18 Annual Plan.
Actions: 1. Actively participate in professional development activities relative to utilization of the new ERP/SIS (U4SM). 2. Convert current Instructional Services processes and practices to the new ERP/SIS (U4SM) including but not limited to: a. Class schedule development b. Room assignment c. Course Schedule Advising d. Class roster certification-credit and continuing education e. Record of student attendance f. Early Alerts g. Grade submission h. Faculty credentials (?) i. Faculty load
Resources and Approximate \$: Technology, None – Title III Grant supported
Assessment Method: Date(s) of implementation
Date: August 1, 2019

Office of the President

Athletics

Objective # 1: Provide athletic secretary with dual computer screen capabilities.
Responsibility: Athletic Director, Athletic Secretary
Statement of Need: With the new demands of ReqLogic, eligibility, and Poise a dual screen set up would increase efficiency.
Actions: 1. Request technology department (RunBiz) for acquisition of necessary equipment.

Resources and Approximate \$: Technology
Assessment Method: Completion of project Date: May 2018

Objective # 2: Provide resources and knowledge for coaching staff the ability to live stream home contests via social media.
Responsibility: Head Coaches, Athletic Director, Assistant Athletic Director
Statement of Need: Families of players that are not able to attend home contest have continuously requested that games be streamed online.
Actions: <ol style="list-style-type: none"> 1. Inquire about the cost of this project. 2. Get possible quotes for project.
Resources and Approximate \$: Institutional Improvement – Personnel time, Technology
Assessment Method: Availability of streaming games Date: May 2019

Enterprise Resource Planning/Student Information System

Objective # : Ensure full integration and updates of U4SM
Responsibility: ERP/SIS Coordinator
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: <ol style="list-style-type: none"> 1. Provide oversight of system integration and compatibility for Dynamics GP 2. Provide oversight of system integration and compatibility for U4SM
Resources and Approximate \$: Technology as funded through the Title III grant
Assessment Method: Dynamics GP integration and compatibility tested and functional. March 2019 U4SM integration and compatibility tested and functional. March 2019

Institutional Advancement

Objective #1: Utilize existing software tools to support College, student, and alumni needs.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist – Grant Developer
Statement of Need: Software such as Raiser’s Edge; AcademicWorks -- the College’s on-line scholarship application; the 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 2014-2015, 2013-2014, 2012-2013, and 2011-2012.*

Actions:

1. 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.
2. Research on-line giving through the College website for implementation once U4SM is in place.
3. Research moving Raiser's Edge from our current version (now called Raiser's Edge Classic) which is server-based to Blackbaud's cloud-based version (Raiser's Edge NXT). The cloud-based version is more robust and all updates and patches, etc. are implemented directly by Blackbaud immediately upon release.

Resources and Approximate \$: **Technology:** Renew the annual AcademicWorks License -- \$10,500; Renew annual Raiser's Edge software License -- \$10,600; Renewal of Foundation/Corporation search software -- \$2,500; Implementation of on-line giving software -- \$5,000; Renew Maestrosoft Pro Auction Software -- \$4,000

Assessment Method:

Date:

1. Annual software licenses/maintenance contracts renewed by **August 31, 2019.**
2. On-line giving options researched, selected and ready for implementation when U4SM goes live by **August 31, 2019.**
3. Information regarding Raiser's Edge NXT compiled and recommendation made by **August 31, 2019.**

Marketing and Community Relations

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 Community Relations.

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. As the 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. 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. 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.
2. 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.
3. 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.
4. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.

Resources and Approximate \$: Institutional Improvement and Technology

Assessment Method: **Date:**

1. On-line giving tool implemented by **August 31, 2019.**
2. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2019 and on-going.**
3. Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2019 and on-going.**

President/Effectiveness

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

Responsibility: President

Statement of Need: To ensure efficient and effective purchasing processes

Actions:

1. Ensure development of a Technology Plan through Annual Action Plans, Institutional Effectiveness Plans and the Technology Replenishment Schedule
2. Monitor and ensure budget development
3. Continue utilization of third party IT vendor to ensure successful IT infrastructure and operations
4. Review IT Management Annual Report
5. Implementation of new ERP/SIS 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 contract and Annual Report; progress report for Title III including ERP/SIS **Date:** Annual with summation by July 1

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

Enterprise Resource Planning/Student Information System

Objective #1 : Ensure system integration of U4SM and Razor's Edge and Academic Works

Responsibility: ERP/SIS Coordinator

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

Actions:

1. Integrate U4SM and Razor's Edge
2. Integrate U4SM and Academic Works

Resources and Approximate \$: Technology as funded through the Title III grant

Assessment Method:

U4SM and Razor's Edge integrated and functional. June 2019
 U4SM and Academic Works integrated and functional. June 2019

Institutional Advancement

Objective #1: Respond to College funding needs through various fundraising methods both private philanthropy and federal and state grant funding.

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. Raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.
2. Research on-line giving through the College website for implementation once U4SM is in place.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President 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. 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.
5. Work with the President, the Vice President of Instructional Services, and the Associate Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Continue to serve as the Grant Manager for the college's Title III Grant and the new USDA Grant.
7. 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 Foundation/Corporation Funding Search 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 Vice President 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:** No \$
2. **Personnel:** Advancement Specialist – Grant Developer -- \$35,000 - \$40,000
3. **Technology:** No \$

Assessment Method:

Date:

1. Advancement Specialist—Grant Developer hired by **August 31, 2019**.
2. \$250,000 raised from current donors and identified new donors, implementation of pilot affinity group, other giving strategies, and grants as evidenced by reports provided for monthly Board of Trustees meetings and Foundation quarterly meetings and the Voluntary Survey for Aid to Education (VSE) by **August 31, 2019**.
3. On-line giving options researched, selected and ready for implementation when U4SM goes live by **August 31, 2019**.
4. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by **October 1, 2018**.
5. Grant Management, including UGG compliance monitoring results in Title III Year 4 funds awarded by **October 1, 2018**.
6. Grant Management, including UGG compliance monitoring results approval of Year 2 USDA grant annual report by **September 30, 2018**.
7. Ensure that all managed grants continue to be in compliance with all Federal and State of Texas rules and regulations as shown by the College’s Annual Audit by **December 31, 2018**.

Objective #2: Continue outreach to alumni to increase awareness about the College and the Foundation and encourage philanthropic support and participation in College events.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist

Statement of Need: Vernon College needs a strong, supportive alumni base to serve as advocates for the College and donors to our programs. In the September 2017 Vernon College Effectiveness Questionnaire which was sent to approximately 5,100 alumni via email, 59% of alumni

respondents agreed/strongly agreed that Vernon College provides opportunities to maintain a strong connection to the College. This is a 4% increase from the 2016 Questionnaire.

Actions:

1. Create a culture of ownership among alumni in support of Vernon College.
2. Contract with Blackbaud Target Analytics to acquire the Data Health Center software license and update the database quarterly for addresses, phone numbers and email; Social Security Death Index annually to secure current alumni address, email, and telephone information.
3. Continue alumni engagement through the semi-annual e-newsletter, special event greetings, invitations to campus events and other engagement strategies.
4. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
5. Assist the Coordinator of Marketing and Community Relations to identify alumni prospects for the College's Image Marketing Campaign.

Resources and Approximate \$:

1. Institutional Improvement - Recognition items for alumni events -- \$3,000
2. Technology - Blackbaud Target Analytics contract to update Alumni contact information to facilitate communication, cultivation and solicitation -- \$5,000; Recognition items for alumni events -- \$3,000

Assessment Method:

Date:

1. Blackbaud Target Analytics report returned with updated alumni contact information by **August 31, 2019**.
2. Increased number of current alumni addresses, emails and telephone numbers added to Raiser's Edge database by **August 31, 2019**.
3. Alumni communications distributed in various forms and methods quarterly or semi-annually by **August 31, 2019**.

Priority Initiative #9:

Ensure institutional accountability through effective strategic planning and assessment processes.

Office of the President

Athletics

Objective #1: Revise Survey Monkey to be more sport specific to acquire more beneficial information from student-athletes.

Responsibility: Athletic Director, Assistant Athletic Director, Athletic Secretary

Statement of Need: A more accurate assessment of the coaching staffs for accountability and evaluative purposes.

Actions:

1. Develop new set of questions within Survey Monkey for evaluation of coaches.

Resources and Approximate \$: Technology and Institutional Improvement, Personnel time

Assessment Method: Results of Survey Monkey assessment **Date:** December 2019

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: <ol style="list-style-type: none">1. Administer formative and interim surveys, personal interviews, and focus groups2. Dashboards configured and accessible within U4SM3. Provide faculty and staff opportunities to review generated data
Resources and Approximate \$: Institutional Improvement/ Title III Grant Funding; Technology
Assessment Method: Quantity of formative survey results posted in Canvas. December 2018 Dashboards configured. January 2019 Generated data reviewed and authenticated. January 2019

President/Effectiveness

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 components clearly define the mission; and to ensure all stakeholders are informed
Actions: <ol style="list-style-type: none">1. Publicize institutional accountability metrics2. Distribute President's Annual Report3. Conduct review and update of the strategic planning process and document4. Update software technology to facilitate college wide planning, program review and assessment e.g. dashboards and data reports
Resources and Approximate \$: Institutional Improvement: \$10,000 for production of reports; Technology
Assessment Method/Date: Development of reports by July 1 and update of strategic plan document, ERP/SIS progress review Date: ongoing and by August 1

Student Services

Student Success/Title III

Objective #3: Ensure Title III assessment plan is implemented and followed as outlined in the grant.
Responsibility: Student Success Pathway Director and Dean of Student Services

Statement of Need: To follow the grant to the best of Vernon College abilities including potential delays in implementation of ERPSIS [Unit 4 Student Management (U4SM)] due to delay in selection, contract and building of new ERPSIS system.

Actions:

1. Adjust grant scheduled activities relating to the ERPSIS as needed in response to U4SM implementation time frame from the U4SM vendor.
2. Participate in U4SM implementation by providing department and grant relevant information in the U4SM areas of System, Training and Development, and Continued Process Improvement.

Resources and Approximate \$: Institutional Improvement - no \$ - staff time; Technology

Assessment Method:

1. Attendance and participation at all ERPSIS trainings. August 2019