

Vernon College

2017-2018

Institutional Effectiveness Plans

Summary

July 2017

Approved by the College Effectiveness Committee July 27, 2017

Approved by the Board of Trustees August 9, 2017

Administrative Services

Department/Program: Book Stores

Department/program purpose in support of the Vernon College Mission: The bookstores provide support services for all educational programs by providing easy access to all required classroom materials in a convenient location and at the lowest possible cost to the students. Any profits from operations of the bookstores are dedicated to athletic scholarships.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. The College bookstores will operate within the internal control structure and all other policies and procedures established by College administration to ensure that assets are safeguarded and income and expenses are processed and recorded accordingly. (PG 1)
2. The College bookstores will be operated in a prudent business-like manner to realize a reasonable profit to be returned to the students in the form of athletic scholarships according to the annual operating budget. (PG 2)

Assessments used to measure expected outcomes:

1. The annual audit, performed by outside independent auditors, will test internal control procedures which will include safeguarding of assets and adherence to policies and procedures in recording transactions. (EO 1)
2. The bookstore profit and loss statement, which is prepared at year end as part of the audit, will establish the amount available for scholarship transfer, and will be used by management to look for areas of savings or increased profit margins. (EO 2)

Submitted by: Garry David, Dean of Administrative Services

Date: 06.28.2017

Department/Program: Business Office

Department/program purpose in support of the Vernon College Mission: The Business Offices provide support services for all educational programs and college-related activities including –
Processing, calculating, billing and collecting student tuition and fees.
Disbursing excess financial aid to students.
Processing payroll and all other college expenditures.
Providing budgetary and fiscal review and oversight.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. All revenues and expenditures will be processed and recorded according to approved policies and procedures. (PG 1 and 2)
2. Clean audit report with no findings or questioned costs and no management letter comments. (PG 1)
3. Actual revenues and expenses will fall within budgeted guidelines. (PG 2)

Assessments used to measure expected outcomes:

1. The annual financial audit will include tests of internal controls and tests of transactions to ensure that all transactions are processed in accordance with established policies and procedures and College assets are being properly safeguarded. (EO 1 and 2)
2. Financial statements are reviewed with the Board of Trustees on a monthly basis and operating adjustments are made as deemed necessary to stay within budget constraints. (EO 3)

Submitted by: Garry David, Dean of Administrative Services

Date: 06.28.2017

Department/Program: Information Technology

Department/program purpose in support of the Vernon College Mission: The IT Department is responsible for supporting and maintaining the network infrastructure, as well as provide technical support and consulting to faculty and staff.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. To Support and maintain Vernon College's network infrastructure. (PG 2)
2. Support of core applications used by faculty/staff and students (Ex. Student E-mail & Vernon College Website) (PG 2 and 3)
3. Providing training, support, and consulting to faculty/staff and students. (PG 1 and 3)

Assessments used to measure expected outcomes:

1. IT Strategic Plan - The goal of the IT Strategic Planning process is to develop a comprehensive plan that will help both to enhance and to coordinate the IT resources and activities of the entire campus. This document is intended to be a work in progress. It shall from time to time be reviewed and updated. It is intended to give a current view of the status of Information Technology at Vernon College. It will also state an overall direction in terms of core philosophies and list current budgeted projects. (EO 1)
2. IT Management Support Metrics - Data to support Faculty/Staff user support requests as well as student email/Blackboard/POISE/Website support email requests. (EO 2)

3. Vernon College IT Budget – Detailed IT Budget that includes standard hardware replenishment for faculty/staff/labs as well as network server replenishment. (EO 3)

Submitted by: Kevin Winkle, Account Manager – Run Business Solutions

Date: 07.18.2017

Department/Program: Physical Plant

Department/program purpose in support of the Vernon College Mission: The Vernon College physical plant department will provide support services for educational programs and college-related activities by overseeing and managing all maintenance, construction and custodial needs of all College facilities, grounds and equipment.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. All Vernon College facilities, grounds and equipment will be maintained in a manner that will keep everything operational and visually appealing to promote a culture of learning for all students and employees. (PG 1, 2 and 4)
2. Future needs must also be anticipated and planned for. (PG 2)

Assessments used to measure expected outcomes:

1. All aspects of the physical plant are continuously monitored and evaluated by all College employees. Any issue with performance, functionality, safety, cleanliness or general appearance of any College property can be brought to the attention of the physical plant managers at any time by any College employee. (EO 1 and 2)
2. Future needs of the College are evaluated each spring during a meeting of the Facilities Planning Committee. A diverse group from all areas of the College meet and review the progress of any previously identified needs as well as to discuss other future needs. The Dean of Administrative Services and the Physical Plant managers review the plan at least quarterly to discuss ongoing projects. (EO 2)
3. To help ensure that we are providing facilities that meet the needs of the students, the College includes a question on the end of semester Student Instructional Report (SIR II) regarding the adequacy of College facilities. Results of those surveys are reviewed appropriate management.

Submitted by: Garry David, Dean of Administrative Services

Date: 06.28.2017

Recruiting, Admissions, Records and Financial Aid

Department/Program: Admissions and Records

Department/program purpose in support of the Vernon College Mission: The Admissions and Records Office works to ensure that all persons who may benefit from higher education have access to the educational opportunities offered, by assisting students through the inquire, admissions, registration, and completion processes.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Recruit prospective students to maintain and increase enrollment (PG 1 and 5).
2. Provide open access to Vernon College for all eligible students (PG 1, 4 and 5).
3. Report all eligible contact hours earned to the THECB for State funding purposes (PG 1 and 5).
4. Strengthen student enrollment and retention policies, practices, procedures, and processes, utilized in Admissions and Records, as they relate to student success (PG 1).

Assessments used to measure expected outcomes:

1. Number of students enrolled (EO 1)
2. Unqualified Annual Audit and/or Enrollment Audit by State (if selected) (EO 2)
3. Number of graduates and marketable skill achievers (EO 3)
4. CCSSE and SENSE results (EO 4)

Submitted by: Joe Hite, Dean of Admissions and Financial Aid/Registrar

Amanda Raines, Director of Admissions and Records

Date: 07.24.2017

Department/Program: Financial Aid

Department/program purpose in support of the Vernon College Mission: It is the mission of the Financial Aid Office to eliminate or diminish any financial barriers to students seeking an education at Vernon College, and to inform prospective students, parents and enrolled students of financial aid resources and requirements.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Provide access to higher education for students unable to attend without financial assistance (PG 1 and 5).
2. Review policies, practices, procedures, and processes for areas of improvement. (PG 1)

Assessments used to measure expected outcomes

1. Number of students receiving aid and the dollars awarded (EO 1)
2. Unqualified Annual Audit (EO 2)
3. CCSSE results (EO 2)

Submitted by: Joe Hite, Dean of Admissions and Financial Aid/Registrar

Melissa Elliott, Director of Financial Aid

Date: 06.29.2017

Department/Program: Recruiting

Department/program purpose in support of the Vernon College Mission: The Recruiting Office works to ensure that all persons who may benefit from higher education have access to the educational opportunities offered, by assisting students through the inquire and admissions processes.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Enhance student recruit efforts to maintain and increase enrollment. (PG 1 and 5).
2. Provide open access to Vernon College for all eligible students. (PG 1, 4 and 5).

Assessments used to measure expected outcomes:

1. Number of students enrolled (EO 1)
2. SENSE results (EO 2)

Submitted by: Joe Hite, Dean of Admissions and Financial Aid/Registrar

Amanda Raines, Director of Admissions and Records

Rachel White, Recruiting Coordinator

Date: 07.24.2017

Instructional Services**Continuing Education – Avocational/Public Service**

Purpose in support of the Vernon College Mission: The Avocational/Public Service Component of the Continuing Education department supports the mission of the college by providing personal enrichment courses and activities.

Expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Enroll a minimum of 550 students in Kids College and achieve a 90% satisfaction rating by students. (PG 4 and 5)

2. Enroll a minimum of 2850 students in avocational courses and achieve a 90% satisfaction rating by students. (PG 4 and 5)

Assessments used to measure expected outcomes:

1. Enrollment data as reported on Continuing Education Annual Reports. (EO 1 and 2)
2. Student course evaluations. (EO 1, 2)

Submitted by: Nina Feldman, Director of Community/Recreational Services
and Continuing Education

Date: 07.12.2017

Continuing Education – Business & Industry

Purpose in support of the Vernon College Mission: The Business and Industry Component of the Continuing Education department supports the mission of the college by responding to specific requests of service area business and industry for employee acquisition of upgraded skills and knowledge.

Expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Achieve a minimum of 90% satisfaction by employers. (PG 4, 5)
2. Achieve a minimum of 90% satisfaction by participants in contracted classes. (PG 4, 5)
3. Offer a minimum of 350 contracted courses to business and industry. (PG 4, 5)

Assessments used to measure expected outcomes:

3. Employer Evaluation of Training (EO 1)
4. Student course evaluations (EO 2)
5. Enrollment data as reported on Continuing Education reports (EO 1)

Submitted by: Nina Feldman, Director of Community/Recreational Services
and Continuing Education

Date: 07.12.2017

Continuing Education - Vocational

Purpose in support of the Vernon College Mission: The Vocational Component of the Continuing Education department supports the mission of the college by providing fast track, short-term, career and technical training which enables students to gain skills and knowledge necessary to enter the workforce.

Expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Enroll a minimum of 1800 unduplicated students per academic year with satisfaction rates of 90% or better. (PG 4, 5)

2. Achieve a minimum average licensure pass rate of 85%. (PG 4, 5)

Assessments used to measure expected outcomes:

1. Enrollment data as reported on Continuing Education Annual Reports. (EO 1)
2. Licensure data as compiled by the Office of Institutional Effectiveness. (EO 2)

Submitted by: Nina Feldman, Director of Community/Recreational Services
and Continuing Education
Date: 07.12.2017

Early College Start - Dual Credit/Concurrent Enrollment

Department/program purpose in support of the Vernon College Mission:

The Early College Start program supports the Mission of the College by effectively serving our service area high schools with their dual credit/concurrent enrollment needs. The Early College Start program also provides the institution with significant recruiting opportunities and visibility while enhancing the “college- going” culture of our service area.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Provide “Spring Forward” presentations and/or presentation information to a minimum of 70% of our service area high schools to guide their respective students through the dual credit and concurrent process and procedures. (PG 2, 4, and 5)
2. Provide and or attend events to promote dual credit/concurrent enrollment and Vernon College as a whole. (PG 1, 2, 4 and 5)
3. Enroll a minimum of 500 unduplicated dual credit/concurrent students for the 2017 fall and 2018 spring semesters. (PG 3 and 5)
4. Achieve a dual credit student persistence rate at or above the state average as reported in the annual Texas Public Higher Education Almanac. (PG 1 and 3)
5. Achieve a dual credit college graduation rate at or above the state average as reported in the annual Texas Public Higher Education Almanac. (PG 2 and 3)

Assessments used to measure expected outcomes:

1. Annual presentation log. (EO 1)
2. Annual presentation log, including all events attended and/or hosted. (EO 1 and 2)
3. Semester count day reports. (EO 3)
4. THECB state reporting percentages. (EO 4 and 5)

Submitted by: Melissa Moore, Early College Start Coordinator
Date: 07.13.2017

Department/Program: Library Services

Department/program purpose in support of the Vernon College Mission: The library supports the Mission of the College by providing the informational resources, services, and facilities needed to assist students in successfully reaching their educational goals. The library provides equitable services to all students irrespective of the geographical location of the student or mode of instructional delivery, i.e., online, ITV, dual credit, hybrid, on-site, concurrent enrollment.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Ensure library resources, services, and facilities meet the needs of students and faculty as evidenced by approval ratings of at least 85%. (PG 3)
2. Ensure student and faculty awareness of the library's resources, services, and facilities as evidenced by data collected through library assessments. (PG 3)
3. Ensure library hours of operation are above the average number of hours offered by cohort institutions of higher education. (PG 3)
4. Improve online students' awareness of library services by at least 5%. (PG 3)
5. Improve Skills Training Center students' awareness of library services by at least 5% as evidenced by a reduced number of students being unaware of the services offered. Surveys will also indicate a significant increase in the number of students receiving information on library services and programs.
6. Increase awareness of inter-campus borrowing and online reference services by at least 5% among students enrolled in dual credit/concurrent enrollment courses at service area high schools.

Assessments used to measure expected outcomes:

The following assessments will be used to measure expected outcomes:

1. Student Survey of Library Services (on-site students in Vernon, CCC, STC, and Seymour) (EO 1, 2, and 5)
2. Library Survey of Online Students (EO 1, 2, and 4)
3. Library Survey of Dual Credit/Concurrent Enrollment Students (EO 1, 2, and 6)
4. Library Survey of Sheppard Learning Center Students (EO 1 and 2)
5. Faculty Survey of Library Services (EO 1 and 2)
6. Program/Discipline Evaluations (EO 1 and 2)
7. Database Usage Statistics (EO 2)
8. Comparison of Library Hours Benchmark hours of operation to peer or cohort institutions of higher education. (EO 3)

Submitted by: Marian Grona, Director of Library Services

Date: 07.17.2017

Department/Program: PASS Department: Office for Students with Disabilities

Department/program purpose in support of the Vernon College Mission: The purpose of the Office for Students with Disabilities (OSD) is to provide equal access to instruction, testing, and other college-related activities as a means to enhance the success of qualified students with disabilities.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Provide access to instruction, services, and college activities to all qualified students with disabilities and make the availability of services known with extensive advertising within the college community. (PG 1, 2 and 3)
2. Provide necessary accommodations in the classroom, the testing environment, and official college activities that are required or recommended by faculty to 100% of the qualified students with disabilities who complete the accommodations request process. (PG 1, 2 and 3)
3. Achieve at least an 85% student satisfaction rate. (PG 1,2 and 3)
4. Achieve at least a 67% successful course completion rate (A, B, C, P, or CP) for ADA students who use their accommodations. (PG 4)

Assessments used to measure expected outcomes:

1. The OSD Coordinator will document methods of advertising and track number of students who completed the ADA application process and were subsequently served by the OSD. (EO 1,2 and 4)
2. The OSD Coordinator will track number of students served using student files, notes, and Excel worksheets. (EO 1,2 and 4)
3. Student satisfaction rates will be taken from the ADA satisfaction survey administered at the beginning of every semester following the semester following the semester in which the students received the service. (EO 3)
4. The OSD Coordinator will track the successful course completion rates of ADA students who received and used accommodations. (EO 4)

Submitted by: Deana Lehman, Director of PASS Department/Coordinator of Office for Students with Disabilities

Date: 07.05.2017

Department/Program: PASS Department: New Beginnings Program

Department/program purpose in support of the Vernon College Mission: The purpose of the New Beginnings Program is to provide direct support services to economically disadvantaged students as a means to assist in the completion of their career and technical or pre-approved academic transfer certificate/degree and their subsequent successful placement.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Provide necessary services (child care, gasoline reimbursement, textbooks and/or designated supplies, and free tutoring) to at least 190 economically disadvantaged students pursuing a career and technical certificate or degree. (PG 1, 2 and 3)
2. Achieve at least an 85% satisfaction rate. (PG 1, 2 and 3)
3. Identify at least 40 graduates per year from the New Beginnings participants. (PG 1)
4. Achieve at least a 90% placement rate from previous year's graduates. (PG 4)

Assessments used to measure expected outcomes:

1. The annual New Beginnings Fact Sheet, compiled by the PASS Department Director and the New Beginnings Coordinator from the college ERP/SIS, student files and applications, and the shared Excel worksheets. (EO 1)
2. New Beginnings Satisfaction Surveys, administered by the New Beginnings Coordinator at the end of every semester. (EO 2)
3. The VC Certified Graduate List from the Registrar. (EO 3)
4. Track New Beginnings graduates via email, telephone calls, postcards, personal visits with graduates, and the Workforce Solutions database tracking system. (EO 4)

Submitted by: Deana Lehman, Director of PASS Department/Coordinator of Office for Students with Disabilities

Date: 07.05.2017

Department/Program: PASS Department: Tutoring Centers

Department/program purpose in support of the Vernon College Mission: The purpose of the Tutoring Centers is to provide content tutoring, study skills, access to technology, and a place to study/test in an atmosphere conducive to learning as a means to enhance the success of those students who receive early and regular tutoring.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Provide necessary services (NetTutor, face-to-face tutoring, guided study group tutoring, and in-house essay tutoring) to at least 300 (duplicated) students per year.(PG 1, 2, and 4)
2. Provide other services (ADA testing, unique circumstances testing, orientation, study skills, time management skills, etc.) to at least 300 (duplicated) students per year.(PG 2, 3 and 4)
3. Achieve at least an 85% student satisfaction rate (PG 1, 2, 3 and 4)
4. Achieve at least a 70 % successful course completion rate for those students who meet the established criteria. The established criteria, broken into semesters, are as follows:
 - a. **16-week semester:** first visit within the first seven weeks with at least four hours of tutoring
 - b. **11-week semester:** first visit within the first four weeks with at least four hours of tutoring
 - c. **8-week semester:** first visit within the first three weeks with at least three hours of tutoring
 - d. **5-week semester:** first visit with the first two weeks with at least two hours of tutoring (PG 5)

Assessments used to measure expected outcomes:

1. The Tutoring Coordinators will document services on the Tutoring Excel worksheets located in the shared drive for all tutoring. (EO 1 and 4)
2. The Tutoring Coordinators will document on the tutoring Excel worksheets in the shared drive any services, excluding tutoring, provided to students through the Tutoring Centers. (EO 2)
3. The Tutoring Coordinators will forward student satisfaction surveys for PASS Department Director to complete the yearly tutoring satisfaction report. (EO 3)
4. The PASS Department Director will compute the percentage of students who successfully completed the courses in the subject(s) for which they received tutoring and compare it to the college successful course completion rate. (EO 4)

Submitted by: Deana Lehman, Director of PASS Department/Coordinator of Office for Students with Disabilities
Date: 07.5.2017

Office of the President

Department/Program: Athletics

Department/program purpose in support of the Vernon College Mission: Athletics will recruit students and provide engagement opportunities through student activities, athletics and

student support services to promote persistence, completion and a culture of success. The Athletics Department will produce competitive teams both in the classroom and on the field.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Meet eligibility guidelines as specified by the NJCAA for baseball, softball and volleyball and through the NIRA for rodeo. (PG 1 and 4)
2. Produce athletes who meet academic requirements to progress, persist and complete higher education certificates and degrees. (PG 1 and 4)
3. Utilize scholarship dollars to their maximum benefit. (PG 1 and 4)

Assessments used to measure expected outcomes:

1. NJCAA eligibility Report
2. Athletics GPA Report to the VC Board (EO 2)
3. Athletic Scholarship Report (EO 3)

Submitted by: Julie A. Myers-Kuhn, Athletic Director

Date: 07.18.2017

Department/Program: ERP/SIS

Department/program purpose in support of the Vernon College Mission: The ERP/SIS provides students, faculty, staff, and administration with the information they need to make informed decisions.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. The ERP/SIS Coordinator will have Unit 4 Solutions Management software installed, fully functional, and accessible online. Dynamics GP software will also be installed, fully functional, and accessible online. (PG 2, PG 3)
2. The ERP/SIS Coordinator will facilitate the migration of data from POISE to U4SM and DGP. (PG 2, PG 3)

Assessments used to measure expected outcomes:

1. The updated Implementation Timeline as submitted will be met to ensure the timely installation of U4SM and DGP software. (EO 1)
2. The Evaluation Plan will be followed as described in the Title III Grant to meet the needs of the grant and Vernon College's expectations. (EO 2)

Submitted by: Ivy Harris, ERP/Student Information Software Coordinator

Date: 07.19.2017

Department/Program: Human Resources**Department/program purpose in support of the Vernon College Mission:**

Assure the most qualified and best suited administrators, staff and faculty are hired for Vernon College programs, disciplines, and departments to provide leadership for the institution and to fulfill its mission. Guide individuals of Vernon College in following policies and procedures set forth for Vernon College that provide clearly defined structure for the leadership of the institution.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Follow policies/procedures set forth for Vernon College in hiring qualified administrators/faculty/staff. (PG 1)
2. Review policies/processes for areas of improvement. (PG 1)

Assessments used to measure expected outcomes:

1. 100% of faculty have Statement of Qualifications on file; 100% of administrators/staff have resume or application on file reflecting qualifications for current position; annual audit of 10% of personnel files with checklist of audit (EO 1)
2. Employee Handbook Committee agendas/minutes/reports documenting the review process for policies and procedures and identified areas of improvement submitted for approval by the appropriate administrator(s) or Board of Trustees meeting minutes for approval by the Board of Trustees. (EO 2)

Submitted by: Haven David, Director of Human Resources

Date: 07.11.17

Department/Program: Institutional Advancement

Department/program purpose in support of the Vernon College Mission: The Office of Institutional Advancement engages Vernon College and the Vernon College Foundation's internal and external constituencies to secure the resources required to help advance the educational mission. Activities such as fundraising and alumni relations are conducted to support the College and Foundation.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. To continue to raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies. (PG 1, 2, 3, 4 and 5)

2. Alumni contacts and engagement to at least 2% of the 36,000 alumni of record in the database to develop an involved and supportive constituency. (PG 1, 2, 3, 4 and 5)

Assessments used to measure expected outcomes:

1. Annual Voluntary Survey of Aid to Education (VSE) includes the total philanthropic dollars raised. (EO 1)
2. The number of alumni interactions and record increases. (EO 2)

Submitted by: Michelle A. Alexander, Director of Institutional Advancement/Executive Director,
Vernon College Foundation

Date: 07.19.2017

Department/Program: Marketing

Department/program purpose in support of the Vernon College Mission: The Marketing Department exists to promote the educational opportunities to prospective students, as well as display Vernon College's connection and work inside the community.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. To promote Vernon College using several different messages (alumni success stories, enroll now, VC adds value) over a variety of media (TV, radio, social media and print). This promotion will lead to higher enrollment numbers. (PG 2)
2. Using media to showcase our work within the community for not only potential students but also faculty, administration and staff. (PG 4)

Assessments used to measure expected outcomes:

1. Enrollment, either increase or decline would assess our efforts. (EO 1)
2. Closely review social media analytics (EO 1 and 2)

Submitted by: Holly Scheller, Marketing and Community Relations, Coordinator

Date: 07.19.17

Department/Program: President/Institutional Effectiveness

Department/program purpose in support of the Vernon College Mission: The President and Office of Institutional Effectiveness promote planning and assessment to ensure accountability and continuous improvement of the Vernon College Mission focused processes and practices.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Monitor and ensure the development, distribution and implementation of an annual Planning Calendar (PG 1-5)
2. Monitor and ensure the development, distribution and implementation of an annual Assessment and Report Calendar (PG 2 and 3)
3. Monitor and ensure development and/or updated information, distribution and review of Key Performance Indicators of Accountability and related Benchmarks (PG 2 and 3)

Assessments used to measure expected outcomes:

1. Developed and completed Annual Planning Calendar and tracking approved by the College Effectiveness Committee as evidenced by agenda and minutes (EO 1)
2. Developed annual Assessment/Report Calendar approved by the Student Success Data Committee and reviewed by the College Effectiveness Committees as evidenced by agendas and minutes; completion of 100% of communication forms (EO 2)
3. Developed and/or updated Key Performance Indicators of Accountability and related Benchmarks approved by the Student Success Data Committee as evidenced by agenda and minutes (EO 3)

Submitted by: Dr. Dusty Johnston, President
Betsy Harkey, Director of Institutional Effectiveness
Date: 07.19.2017

Department/Program: Office of Quality Enhancement

Department/program purpose in support of the Vernon College Mission: In support of the Vernon College Mission, the Office of Quality Enhancement serves to enhance student learning/success by providing leadership and assistance to improve institutional culture, procedures, processes, and learning environments through data-informed decision-making, continuous improvement approaches, and ongoing staff development and training.

Department/program expected outputs in support of the accomplishment of the Vernon College Primary Goals:

1. A clearly articulated QEP Review Framework within the written QEP proposal narrative. The review framework includes: An Institutional Process; Focus of the Plan (Learning Outcomes); Institutional Capability for the Initiation, Implementation, and Completion of the Plan; Broad-Based Involvement of Institutional Constituencies; and Assessment of the Plan. (PG 1,2,4)
2. A well developed, college-wide awareness training initiative via the Professional Development Department that involves all Quality Enhancement Plan developments/activities throughout 2017-2018 (PG 1, 2, 4, 5).

3. Comprehensive communication regarding all Quality Enhancement Plan initiatives, progress, and results within the institution as well as outside stakeholders (such as SACSCOC) throughout 2017-2018 (PG 1,2,4).
4. Continued development, improvement, replenishment, training/support and implementation of the Quality Enhancement Resource Inventory (QERI) in association with the Technology Committee. (PG 1,2,4)

Assessments/artifacts used to measure expected outputs:

1. A completed SACS-COC compliant and accepted Inquiry Based Learning Quality Enhancement Plan (IBL-QEP) proposal document including all components of the QEP Review Framework; agenda and minutes noting appropriate approvals by the QEP Planning Committee; agenda and minutes noting appropriate approvals by any additional appointed QEP Task Force(s) (EO 1).
2. Governance thru Committees Membership List—specifically the QEP Planning and Professional Development Committees; professional development policy/procedures; QEP/PD Calendar of events. (EO 2)
3. Institutional/College Effectiveness posted documentation; SACS-COC transmitted documentation; QEP Planning Committee Session minutes/documentation, college-wide e-mail notification tracking; QEP related professional development documentation; assorted QEP promotional materials (EO 3).
4. Governance thru Committees Membership List, requests and approvals by the Technology Committee, agendas and minutes noting approval of the request process; QERI related professional development documentation (EO 3).

Submitted by: Donnie Kirk, Director of Quality Enhancement
Date: 07.25.2017

Student Services

Department/Program: Counseling

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Counseling at Vernon College endeavors to create informed students and to provide timely interventions and options to alleviate barriers and encourage academic and personal achievement.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Conduct New Student Orientations to meet the needs of potential and incoming Vernon College students verifying that potential students get information concerning Texas Success Initiative Laws, advising/registration procedures, course descriptions, and the Vernon College catalog. (PG 3)
2. Identify how much counselor time is spent in direct student contact through advising/counseling on demand (walk-ins), appointments, and degree audits. (PG 3)
3. Evaluate student perception of counseling staff performance through a direct survey of students who utilized counseling services. (PG 3)

Assessments used to measure expected outcomes:

1. New Student Orientation Report (EO 1)
2. Counseling and Degree Audit Report (EO 2)
3. SENSE (EO 1)
4. CCSSE (EO 1)
5. Counseling Client Satisfaction Survey (EO 3)

Submitted by: Kristin Harris, Associate Dean of Student Services

Date: 07.19.2017

Department/Program: Housing

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Vernon College seeks to offer affordable, safe, and clean student housing on the Vernon Campus.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Measure student satisfaction with housing and food service through the use of student surveys. (PG 2)
2. Provide a safe living environment through regular health and safety inspections each semester. (PG 3)
3. Create a Student Housing Council made up of 6 student residents and the Director of Housing who will meet regularly to discuss housing issues and develop student engagement opportunities. (PG 3)
4. Provide regularly scheduled health services to student residents on the Vernon Campus through the Health Clinic. (PG 3)

Assessments used to measure expected outcomes:

1. Housing and Food Service Survey (EO 1)

2. Resident Hall Health and Safety Inspections Fall 2017 and Spring 2018 (EO 2)
3. Minutes of Student Housing Council meetings (EO 3)
4. Health Clinic Annual Report (EO 4)

Submitted by: Jesse Dominguez, Director of Housing

Date: 07.19.2017

Department/Program: Security

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Security at Vernon College will provide students, faculty, and staff a safe environment through comprehensive communication, interaction, and response.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Prepare and educate the college community on emergency preparedness. (PG 1)
2. Provide the Vernon College community with access to emergency procedures through printed materials, online materials and additional electronic resources. (PG 2)
3. Deliver security services through qualified staff. (PG 2)

Assessments used to measure expected outcomes:

1. Attendance at Vernon College Security, Safety, and Health Committee Meetings. (EO 1)
2. Publication of updated Emergency Procedures Chart as well as creation of electronic versions. (EO 2)
3. Weekly/Monthly schedules of Campus Police and Security Personnel (EO 3)

Submitted by: Kevin Holland, Vernon College Director of Campus Security

Date: 07.19.2017

Department/Program: Student Activities

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Student Activities at Vernon College offers well-rounded opportunities by immersing students in college society and helping students grow socially and interpersonally.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Determine student satisfaction with student activities to make considerations for future activities through surveys and questionnaires. (PG 2)
2. Measure student attendance at all activities. (PG 2)
3. Provide financial and staff support to the Student Government Association. (PG 2)

Assessments used to measure expected outcomes:

1. Student Activities Log of Activities (EO 2)
2. Student Activities Year End Survey of Students (EO 1)
3. Student Government Minutes (EO 3)

Submitted by: Jesse Dominguez, Director of Housing
Date: 07.19.2017

Department/Program: Student Success Pathway

Department/program purpose in support of the Vernon College Mission: In support of the Vernon College Mission, the office of Student Success/Title III serves to increase academic support through proactive and intrusive advising throughout the College. The office of Student Success/Title III strives to improve self-efficacy for learners resulting in increased student engagement, retention and persistence, and completion of educational goals.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Monitor and ensure the Student Success Pathway policies, practices and programs are reviewed to identify best practices, barriers and include suggested improvements to maximize students' progress at each point of their community college experience. (PG 1)
2. Monitor and ensure current programs/interventions are intended to provide intensive guidance to at-risk students to encourage use of support services within and outside the College. (PG 2 and 5)
3. Monitor and ensure development, implementation, and assessment of ongoing faculty and staff development and training designed to improve retention, completion of a certificate or associate degree and/or successful transfer through proactive and intrusive advising. (PG 4)

Assessments used to measure expected outcomes:

1. Written Student Success Pathway identified best practices, barriers and suggested improvements, agenda and minutes noting review by the Student Success Pathway Task Force and/or the Title III Oversight Committee. (EO 1)
2. Program/intervention outline and target population, summary of qualitative assessments gleaned from students, summary of program/intervention evaluations

(Academic Coaching, STEPS, Chap Express, Student Success Series, Peer Mentor Program). (EO 2)

3. Number of workshops and trainings provided, participation, summary of evaluations. (EO 3)

Submitted by: Criquett Lehman, Student Success Pathway Director

Date: 07.20.2017

Department/Program: Testing

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Testing at Vernon College will provide a secure, consistent, and reliable testing environment that provides integrity for instructional, college entrance, academic, and licensure related testing.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Maintain the integrity and security of the testing environment. (PG 1)
2. Accommodate testers in a timely manner. (PG 2)
3. Provide testing services needed by Vernon College students, as well as potential students and community members. Services include entrance testing, instructional testing, correspondence testing, licensure testing, and GED testing. (PG 2)

Assessments used to measure expected outcomes:

1. End of Year Testing Report (EO 2 and 3)
2. Log of Testing Center Complaints (EO 1)

Submitted by: Sharron Shelton, Testing Center Coordinator

Date: 07.19.2017
