# Technology

# Vernon College Annual Action Plan 2015-2016

# By Priority Initiative

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

## Office of the President

**Institutional Advancement**

| **Objective #1:** Enhance recruiting and marketing efforts to increase enrollment at Vernon College. Individuals who achieve an Associate Degree, Certificate or take their basic academic courses at Vernon College and successfully transfer to complete a four-year degree and/or graduate degree improve not only their own life and earning power but also the community in which they reside as part of the educated workforce. |
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| **Responsibility:** Advancement Specialist – Recruiting; Coordinator of Marketing and Alumni Relations; Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Specialist Assistant – Marketing/Recruiting |
| **Statement of Need:** Increased enrollment is critical to the economic health of Vernon College. |
| **Actions:** <ol><li>Increase enrollment 2% over fall 2014 enrollment as reported.</li><li>Develop a strong set of engaging events welcoming all age groups to showcase Vernon College programs and to provide prospective students with all needed information about Vernon College departments to assist with their decision to attend the College. Events such as, but not limited to, Career Pathways (formerly known as Search My Future), GenTX Day, and Sophomore Roundup.</li><li>Explore other possible event opportunities such as GenTX Week for high school seniors and events specific to the Vernon campus.</li><li>Showcase Vernon College to prospective students and community groups: conduct tours at the three main locations; identify all locations on the website through updated pictures/slideshows; develop a student group to assist with tour groups because prospective students relate more easily with individuals of a similar age; create a binder of information for all tour leaders.</li><li>Implement recruiting/marketing activities specifically for the Vernon campus to increase enrollment. Host events on the Vernon campus to showcase Vernon College programs and provide prospective students with all needed information such as, but not limited to: 4H Leadership Academy, Area IV FFA Convention; alumni affinity reunions; highlight the Vernon campus in recruiting communications sent to prospective students.</li><li>Develop and implement a strategic plan for recruiting minority and male students to more aggressively recruit these populations and help find ways to overcome real or perceived barriers to a Vernon College education. Contact other institutions with a higher percentage of</li></ol> |

male populations to determine best practices.  Participate in events such as Calle Ocho, Café con Leche, Martin Luther King Breakfast, Hispanic Education Summit as a Vernon College representative.

7. Participate in Project Back to School in August with a Vernon College table.
8. Develop and implement a strategic plan for recruiting other special populations and providing community outreach such as, but not limited to:  Veterans; GED presentations at Region 9; Straight Street; Boys and Girls Clubs; Faith Refuge.
9. Represent Vernon College to prospective students at College and Career Fairs throughout our service area and targeted areas in Oklahoma.  Evaluate at the end of the "season" the results gained by attending "closer to home" recruiting activities.
10. Develop a set of recruiting materials to include a viewbook and checklist.  Provide the viewbook and checklist in Spanish to aid in recruiting the Hispanic population.
11. Create a larger presence in the service area high schools by: conducting presentations about Vernon College, college in general and the need to continue education beyond high school, and scholarships; sending Vernon College materials to all service area high school students; visiting each service area high school at least twice during the year as outlined in the Recruiting strategic plan; continue to develop relationships with each service area high school and counselor(s) – to be their liaison and point of contact.
12. Develop and implement a strategic communications plan to prospective students to include, but not limited to, postcards, emails, text messages, and social media.
13. Work closely with the Vernon College program coordinators to recruit students into their programs.
14. Establish a call center to follow-up with prospective students interested in attending Vernon College to assist them with completing all the necessary steps prior to actual enrollment.
15. Establish a live chat component on the Vernon College website to assist prospective students with completing all the necessary steps prior to actual enrollment.
16. Working with RunBiz and the Coordinator of Marketing and Alumni Relations, personalize the Vernon College website for each individual's technology tools to assist prospective students with completing the necessary steps to actual enrollment.  The result would be that the individual would receive a personalized checklist of application and admissions steps necessary to enroll in their chosen program.
17. As a recruiting tool, explore alternative and best practices to communicate with prospective students outside of normal business hours.
18. Continue membership in NCMPR, NCC, OCP, and TACRAO.
19. Attend the NCMPR Regional and Annual Conferences and the TACRAO Annual Conference.
20. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions.  This will include, but not be limited to, posting on the Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected  by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

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

1. **Institutional Improvement:** Recruiting materials in English and Spanish -- $11,500; Travel to College and Career Fairs, high school visits -- $6,000; Attend the NCMPR Regional and Annual Conferences and the TACRAO Annual Conference -- $5,000; Membership dues in NCMPR, NCC and OCP -- $1,500; Go to College Fairs scanner and data reports – 1 yr. lease -- $2,500; recruiting supplies and counselors' materials and gifts -- $10,000.

2. **Personnel:** Advancement Specialist Assistant– Marketing/Recruiting -- $22,000 - $28,000

3. ==Technology:== upgraded printer for handling high volume recruiting communications at Century City Office -- $1,300

**Assessment Method/Date:**            **Date:**

1. Increase enrollment by 2% over Fall 2014 by **August 31, 2016**.
2. Recruiting events held by **August 31, 2016 and ongoing.**
3. Recruiting/marketing events held on the Vernon campus by **August 31, 2016 and ongoing.**
4. Strategic plan for recruiting minority and male students developed and ready for implementation by **August 31, 2016.**
5. Participation as Vernon College representative in community events such as, but not limited to, Calle Ocho, Café con Leche, Martin Luther King, Jr. Breakfast, Hispanic Education Summit by **August 31, 2016 and ongoing**.
6. Participate in Project Back to School by **August 31, 2016.**
7. Strategic plan for recruiting special populations developed and ready for implementation by **August 31, 2016.**
8. Community programs presented by **August 31, 2016 and ongoing.**
9. Represent Vernon College at College and Career Fairs throughout our service area and in targeted areas in Oklahoma by **August 31, 2016**.
10. Recruiting materials for 2016-2017 developed and ready for implementation by **August 31, 2016**.
11. High schools visits and presentations throughout the service area by **August 31, 2016**.
12. Strategic Communications plan developed and ready for implementation by **August 31, 2016**.
13. Prospective student call center established and piloted by **August 31, 2016**.
14. Live chat component established on the Vernon College website by **August 31, 2016.**
15. Alternative and best practices for afterhours communication report completed by **August 31, 2016**.
16. Attend NCMPR Regional and Annual Conferences and TACRAO Annual Conference by **August 31, 2016**.
18. New hire in place by **August 31, 2016**.

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**Objective #2 :**      Continue to increase scholarship availability for Vernon College students

**Responsibility:** Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist

**Statement of Need:** Financial difficulties can be a barrier to students which can result in not attending college, attending only part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether. Therefore, a strong scholarship program aids both recruitment and retention efforts. Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks: *At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-*

*time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012*. Since implementation of the STARS (Scholarship Tracking and On-Line Review System) On-Line Scholarship Applications for non-dual credit scholarships, applications have continued to increase:  177% in year 1; 197% in year 2; 217% in year 3; and 225% in year 4.  This trend is projected to continue.  There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that are open to our students to continue their college careers once they leave Vernon College.  Furthermore, students must have an identified office to go to and identified person(s) to speak with for help with scholarships applications or more information.   The 2013 SENSE Survey indicated that students do not feel that there is anyone identified at Vernon College than can assist them with scholarship questions."  Question 18i – The College provided me with adequate information about financial assistance" and Question 18j – "A College staff member helped me determine whether I qualified for financial assistance."  Since that time, this office has been addressing these deficiencies and has worked with more students and parents to assist with scholarship information each year.  Additionally there is an increasing need for dual-credit scholarships for high school students within the College's service area.

**Actions:**
1. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation current scholarships, including dual credit scholarships, and new scholarship opportunities.
2. Increase Alumni awareness of the need for scholarship funds through the Ex-Students E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific affinity groups during 2015-2016.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with STARS information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications:  College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students.  Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra, Throckmorton, and WFISD College Connections Scholarship Programs.
8. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students.  Also continue outreach to Home School Students.
9. Work with the Early College Start Coordinator and the Advancement Specialist - Recruiting to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.

11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete.  In January and February review student application progress on a weekly basis.  With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
13. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.  Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with the donors of building scholarship to achieve funding resolution.
15. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.
16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for "orphan" scholarship funds in the College endowment pool.

**Resources and Approximate $:** (Facilities, Institutional Improvement, Personnel, Technology)
1. **Institutional Improvement:**  Scholarship marketing tool -- $3,500
2. **Technology:**  STARS Annual Software License Renewal -- $8,500

**Assessment Method/Date:**            **Date:**
1. Scholarship page on College website updated and new scholarship information added by **August 31, 2016 and on-going**.
2. STARS presentations to area high schools as requested and evidenced by appointments calendar by **August 31, 2016 and on-going**.
3. Continue "one stop shop" scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with STARS or other scholarship applications by **August 31, 2016 and on-going**.
4. STARS annual license renewed by **September 30, 2015**.
5. Scholarship marketing tool designed and implemented by **August 31, 2016** and number of targeted press releases and letters sent by **March 1, 2016**.
6. Increased funding for scholarships achieved by **August 31, 2016**.
7. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2016**.
8. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2016**.
9. Building scholarships resolved by **August 31, 2016 and on-going**.
10. Transfer policy developed and approved by **December 2015**.

| Priority Initiative #2 |
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| **Priority Initiative #2**<br>**Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.** |

## Office of the President

**Institutional Advancement**

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| **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 – Recruiting |
| **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:**<br>1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.<br>2. Implement on-line giving through the Vernon College website.<br>3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.<br>4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.<br>5. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.<br>6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.<br>7. 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.<br>8. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration. |

9. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
10. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
11. Utilize consulting services in the preparation of major grant proposals as needed.
12. Replace the Xerox Phaser 7400DT printer which is more than 10 years old with a new Xerox Phaser 7500DT printer which is a more efficient, high capacity model in the Office of Institutional Advancement on the Vernon Campus.

**Resources and Approximate $:**
1. **Institutional Improvement**: Attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $7,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- $6,000.
2. ==Technology==: Renewal of annual Raiser's Edge software license -- $8,500. Renewal of Metasoft Foundation/Corporate Funding search software license -- $4,000. New Xerox Phaser 7500DT printer (RunBiz quote): $4,710. Implementation of on-line giving -- $5,000

**Assessment Method/Date:          Date:**
1. Sustained giving by current donors as well as new donors to the College and Foundation evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by **August 31, 2016**.
2. On-line giving capability implemented by **August 31, 2016**
3. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2015**
4. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2014-2015 fiscal year by **August 31, 2016**.
5. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by **August 31, 2016 and ongoing**.

**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**

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| **Objective #1:** Improve financial aid advising services to both prospective and enrolled students | |
| **Responsibility:** Director of Financial Aid | |
| **Statement of Need:** Benchmarks from CCSSE denote need for improved financial aid advising and outreach services to prospective and enrolled students | |

**Actions:**

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

**Resources and Approximate $:**  Institutional Improvement:  Time, Effort, and Supplies  (approx. $1,250)   <mark>**Technology:**</mark> Texting software of $3,000

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

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

### Office of the President

**Institutional Advancement**

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| **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; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Advancement Specialist Assistant for Marketing/Recruiting; Alumni Relations Specialist. |
| **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:**

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 Dean 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.

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

1. **Institutional Improvement:**  Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference and TACCF Annual Conference -- $7,000 and to attend a comprehensive grantsmanship workshop, including proposal preparation and pre and post award -- $3,500.
2. **Technology:**  Renewal of Metasoft Foundation/Corporate Funding search software license -- $4,000.

**Assessment Method/Date:**
1. Potential sources discovered and publicized to Vernon College community by **August 31, 2016 and on-going**.
2. Proposals written and submitted by **August 31, 2016 and on-going**.

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

## Admissions, Records and Financial Aid

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| **Objective #2 :**  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:**<br>1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office<br>2. Monitor FAFSA applicant volume and total dollars awarded for adjustments or additions to staffing for Financial Aid Office |
| **Resources and Approximate $:**  Personnel:  Classified II positions as needed per volume (Est.  $20,000) per position<br>**Technology:**  Computer ($1,100)   Telephone ($250)    and Printer ($250) per position<br>Facilities:   Desk and chairs for above position ($500 est.) per position |
| **Assessment Method/Date:**  Enrollment numbers from THECB 001 and 00A  reports on credit and non-credit students / March<br>                                  Annual dollars of aid awarded / November (after FISAP report) |

## Office of the President

**Human Resources**

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| **Objective # 2:**  Develop an efficient online Onboarding for new employees. |
| **Responsibility:** HR Director, HR staff and task force |
| **Statement of Need:** to create an easy and efficient flow of paperwork and training for new employees |
| **Actions:** |

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| 1. Research efficient and affordable sources of online forms.<br>2. Work with RunBiz to improve HR webpage to offer online forms and trainings.<br>3. Once program is acquired, develop needed online forms for new employees. | |

**Resources and Approximate $:** Institutional Improvement – **Cost of program** for online forms – ???

**Assessment Method/Date:** Online forms and trainings on HR webpage for new employees – by August 2016

## Institutional Advancement

**Objective #1:** Respond to College funding needs through various fundraising methods.

**Responsibility:** Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist

**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. These activities require travel to support off-site working.

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.

8. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.
9. 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.
10. Continue to build support for the Vernon College Foundation Annual Auction.
11. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of the Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
12. Participate in the TACCF Annual Conference.
13. Attend and participate in the annual National Council for Marketing and Public Relations (NCMPR) Conference to network with marketing and webmaster colleagues and learn about the most up-to-date techniques and strategies to benefit Vernon College.
14. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.
15. Work with the President, the Dean of Instructional Services, and the Associate Dean for Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
16. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
17. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
18. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.
19. Add a staff position **Alumni Relations Specialist** to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.

**Resources and Approximate $:** (Facilities, Institutional Improvement, Personnel, Technology)
1. **Institutional Improvement:** Funds to create and implement an annual Presidential-level Donor Recognition Event -- $6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- $5,000; attend the CRD

Federal Funding Task Force and the CRD Annual Conference and TACCF Annual Conference -- $7,000. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $5,000. Quarterly e-newsletter to alumni -- $4,000

2. **Personnel:** Alumni Relations Specialist -- $22,000 - $28,000;
3. <mark>**Technology:**</mark> Renew annual software licenses and maintenance contracts: Raiser's Edge (RE) software license -- $8,500; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $8,500. Implementation of on-line giving -- $5,000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

**Assessment Method/Date:**          **Date:**
1. New hire **Alumni Relations Specialist** in place by **August 31, 2016**.
2. On-line giving capability implemented by **August 31, 2016.**
3. Sustained giving by current donors as well as new donors to the College and Foundation added as evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by **August 31, 2016**.
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2015.**
5. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2016**.
6. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2016**.
7. Move all old prospect, donor, alumni records into RE to enable donor solicitations segmented and targeted solicitations based on the aggregate information contained in the RE database, second phase completed by **August 31, 2016.**
8. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2016 and on-going.**
9. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by **February 28, 2016 .**
10. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2014-2015 fiscal year by **August 31, 2016**.
11. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by **August 31, 2016**.
12. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2015**.
13. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2016**.
14. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2016**.
15. Annual software licenses/maintenance contracts renewed by **August 31, 2016**.

16. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2016 and on-going**.
17. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2016 and on-going.**
18. Old giving records project completed by **December 2015**.

**President/Effectiveness**

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| **Objective #4:** The College will provide appropriate technological resources to monitor compliance of standards and submission of SACS COC Fifth Year Interim Referral Report. |
| **Responsibility:** President and Director of Institutional Effectiveness |
| **Statement of Need:** To meet expected SACS COC criteria |
| **Actions:**<br>    1.  Maintain Compliance Assist software license |
| **Resources and Approximate $:** ==Technology,== $5500 |
| **Assessment Method/Date:** As evidenced by budget, license renewal and submitted report   **Date:** November |

**Quality Enhancement – Division of Institutional Effectiveness**

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| **Objective #1:** Integrate and maintain innovative technologies, including hardware and software, as piloted through the Feasibility Review of the Technology Committee. |
| **Responsibility:** Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator |
| **Statement of Need:** As outlined and directed in the Quality Enhancement Plan document. Identified best practices from the pilot feasibility reviews. Personal observation of increased demand by faculty and staff (surveys, interviews, verbal communication, VCIC Sessions). Ensure effective and cost efficient spending practices to purchase and maintain technology. Maintenance of Quality Enhancement Resource Inventory (QERI) including license updates. |
| **Actions:**<br>    1.  Implement the Technology Request Process as determined and approved by the Technology Committee.<br>    2.  Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.<br>    3.  Using approved feasibility studies and Technology Committee recommendations, the Director of Quality Enhancement and the Instructional Design and Technology Coordinator will assess the Quality Enhancement Resource Inventory (QERI) to determine necessary upgrades, utilization, and the addition of new resources.<br>    4.  Provide training opportunities and technical support through the pilot mentor program and the online VC Innovation Center in Blackboard.<br>    5.  Administer satisfaction survey during the academic year. |
| **Resources and Approximate $:** |

**Institutional Improvement:** no $

**Technology:**  TOTAL: $27,362.56

Blackboard Collaborate License - $24,200.00

4 Camtasia Software License Upgrades – $570.56 [$142.64 ($134.25 + $8.39 Maintenance) X 4 Computers (1/2 QERI Laptops)]

2 Survey Monkey License Renewal - $600.00

Qwizdom QVR Response App (Clickers) – $1,992.00 ($498.00/year per user X 4 users)

**Assessment Method/Date:**

1. Feasibility Reviews, Agendas, Minutes, Approved Budget.  August 2016
2. Quality Enhancement Resource Inventory log.  December 2015 & May 2016
3. Provide results from satisfaction survey.  July 2016

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

### Admissions, Records and Financial Aid

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| **Objective #1 :**  Maintain and enhance technology infrastructure of the Admissions and Records Office |
| **Responsibility:**  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:**<br>1. Monitor IT "Replacement List" for desktop computers for Admissions and Records staff of 12<br>2. Purchase 2 replacement printers for Admissions and records staff of 12<br>3. Monitor age of Scanners for replacement due to usage |
| **Resources and Approximate $:  Technology:**  Scanners 2 @ $1,000 =  $2,000        Dell or HP Printers 2 @ $750 =  $1,500 |
| **Assessment Method/Date:**  Purchase of above before or during current academic year.  /  August |

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| **Objective #2:**  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:**<br>1. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 9 |

2. Purchase 2 replacement printers for Financial Aid staff of 9
3. Monitor age of Scanners for replacement due to usage
4. Monitor Department of Education technology requirements for electronic processing

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| **Resources and Approximate $:** ==Technology:== 1. Scanners 1 @ $1,000 = $1,000   2. Printers 2 @ $750 = $1,500  3. DOE required processing computer  (Est.  $1,500) |
| **Assessment Method/Date:**  Purchase of above before or during current academic year.  /   August |

## Instructional Services

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| **Objective # 1:**    Improve effectiveness and reliability of ITV classrooms. |
| **Responsibility:** Dean 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:**<br>   1. Investigate alternative equipment and/or technologies to Tandberg ITV systems including<br>      a) CISCO systems<br>      b) LYNC tool currently available in Microsoft Office 365<br>      c) Blackboard Collaborate |
| **Resources and Approximate $:** None? **– ==Technology== funds** currently budgeted for support of ITV rooms |
| **Assessment Method:**  Recommendation from Technology committee **Date:** February 1, 2015 |

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| **Objective # 2:**  Fully implement utilization of Course Management Module available in POISE. |
| **Responsibility:** Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs, Directors, Coordinators, and Faculty. |
| **Statement of Need:** Current method of developing and publicizing class schedules too labor intensive and error-prone due to # of steps and personnel involved. |
| **Actions:**<br>   1. Collaborate with Admissions & Records personnel to provide training opportunities for Instructional Services personnel.<br>   2. Develop class schedules/course offerings for Summer Fall and spring terms utilizing Course Management Module.<br>   3. Convert CE Department from use of *Schedware* to the use of Course Management module for the purpose of class schedule development. |
| **Resources and Approximate $:**  None - **==Technology==** |
| **Assessment Method:**  Credit and CE class schedules  **Date:** April 1, 2016 |

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| **Objective # 3:** Investigate various alternatives to current LMS system *Blackboard Learn v9.1* |
| **Responsibility:** Dean of Instructional Services, Instructional Design & Technology Coordinator, Technology Committee, IT Department |
| **Statement of Need:** Budgetary concerns, emerging products and technologies. |

**Actions:**
1. Review available alternatives, including
   a) Canvas
   b) Moodle
2. Compare and contrast features, compatibility, and costs.
3. ==Implement recommendations of the Technology Committee==.

**Resources and Approximate $:** None - ==Technology==

**Assessment Method:** ==Technology Committee== minutes **Date:** February 1, 2016

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**Objective # 4:** Provide additional Hi-fidelity mannequins for use in Allied Health programs (ADN, LVN, EMS).

**Responsibility:** Associate Dean of Instructional Services, Program Directors and Program Faculty

**Statement of Need:** Continued decline in external clinical sites and student opportunities for clinical experience.

**Actions:**
1. Survey current resources, prioritize needs, and develop cost estimates.
2. Investigate opportunities for grant/external funding.
3. Provide recommendation for budget inclusion.

**Resources and Approximate $:** $? - ==Technology==

**Assessment Method:** Presence and incorporation of Hi-fidelity mannequins in the laboratory learning environment. **Date:** February 1, 2016

**Office of the President**

**Institutional Advancement**

**Objective #1:** Utilize existing software tools to support College, student, and alumni needs. Research new social media, on-line giving, email marketing and text messaging strategies as needed to benefit Vernon College students and the College as a whole as an aide to recruitment and retention. Continue enhancements to the website and social media as the primary "information source" for the College.

**Responsibility:** Director of Institutional Advancement/Executive Director, Vernon College Foundation, Coordinator of Marketing and Alumni Relations, Advancement Specialist – Recruiting, Advancement Services Specialist, Advancement Specialist Assistant – Marketing/Recruiting, Alumni Relations Assistant

**Statement of Need:** Students rely on social media, text messages, and email as a main source of information and with the ever changing technology we need to be contacting and informing our students of College information through the communications media they currently use. Updated software and technology is essential to providing services to benefit the College and its students. Software such as Raiser's Edge; STARS -- the College's on-line scholarship application; the Metasoft Foundation/Corporation Funding search engine; MaestroSoft Pro Auction software and on-line giving assists in College and Foundation development/advancement efforts such as donor identification, cultivation, recognition, and solicitation; scholarship support for our students; and grantsmanship. Additionally, as College and student needs continue to increase it is

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

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
3. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
4. 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.
5. Assist faculty and staff with the preparation and submission of proposals to public and private funding agencies. Private funders will be researched through the Metasoft funding search software. Public funders will be researched through various search engines such as grants.gov.
6. Assist students with the completion of their STARS applications.
7. 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.
8. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.
9. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.
10. Add a staff position Alumni Relations Specialist to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.
11. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions. This will include, but not be limited to, posting on Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student

information collected  by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

**Resources and Approximate $:** (Facilities, Institutional Improvement, Personnel, Technology)
1. **Personnel:**  Alumni Relations Specialist -- $22,000 - $28,000; Advancement Specialist Assistant – Marketing/Recruiting -- $22,000 - $28,000
2. ==**Technology:**==  Renew annual software licenses and maintenance contracts:  Raiser's Edge (RE) software license -- $8,500; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $8,500; on-line giving tool -- $5,000; Recruiting and Alumni e-newsletters -- $4,600. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

**Assessment Method/Date:**          **Date:**
1. Annual software licenses/maintenance contracts renewed by **August 31, 2016**.
2. New hires **Alumni Specialist Assistant** and Advancement **Specialist Assistant – Marketing/Recruiting** in place by **August 31, 2016**.
3. On-line giving tool implemented by **August 31, 2016**
4. Research for possible program incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2016 and on-going**.
5. Funding sources researched through Metasoft software by **August 31, 2016 and on-going**.
6. Students assisted with 2015-2016 STARS Applications by **March 1, 2016**.
7. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2016 and on-going**.
8. Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2016 and on-going**.

**Information Technology**

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| **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:**<br>1. Purchase 140 faculty PCs, 100 Lab use PCs<br>2. Roll out 10 faculty and staff PCs per month and replace 1 to 2 labs per month. |
| **Resources and Approximate $:** ==Technology== $217,237.50 |
| **Assessment Method/Date:** Documentation of purchases via the VC IT Budget and Replenishment Completion Schedule.<br>**Date:** August 31, 2015 |

**Objective #2: Software selection for Campus Management system to assess the viability of the current campus management system and compare to other competitive products as well as current needs of the college.**

**Responsibility:** Vernon College Appointed Selection Committee and Run Business Solutions

**Statement of Need:** To stay competitive in the services that Vernon College provides.

**Actions:**
1. Form software selection committee and assess need

**Resources and Approximate $:** Technology $TBD

**Assessment Method/Date:** Documentation of appointment of Selection Committee, meeting notes and recommendation.
**Date:** August 31, 2016

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**Objective #3: Explore opportunities to better current ITV solutions/experience**

**Responsibility:** Run Business Solutions

**Statement of Need:** To provide students with a better distance learning experience and provide a solution for video conferencing for faculty and staff.

**Actions:**
1. Engage respective vendors and explore options for Video conferencing (ITV)

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

**Assessment Method/Date:** Technology Committee Meeting Notes. Research respective vendors to explore options.
**Date:** August 31, 2015

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**Objective #4: Office 365 for faculty/students**

**Responsibility:** Departmental Admins and Run Business Solutions

**Statement of Need:** To provide faculty and students with cloud enabled email for redundancy and backup. Also will provide Microsoft Office Licenses to both faculty and students.

**Actions:**
1. Migrate email from current Exchange Server to Office 365 for faculty
2. Implement new student email platform

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

**Assessment Method/Date:** IT Technology Budget 2015/2016
**Date:** August 31, 2015

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**Objective #5: Lync Enterprise Voice**

**Responsibility:** VC Administration/Faculty and Run Business Solutions

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| **Statement of Need:** To replace the current phone system with a more advanced unified communication system. |
| **Actions:**<br>  1.  Research and evaluate the benefits of a unified communication system<br>  2.  Form action committee and access need |
| **Resources and Approximate $:** (Facilities, Institutional Improvement, Personnel, Technology) <mark>Technology</mark> $TBD |
| **Assessment Method/Date:** <mark>Technology Committee Meeting Notes</mark>.<br>**Date:** August 31, 2015 |

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| **Objective #6:  Internet Bandwidth Upgrade** |
| **Responsibility:** Run Business Solutions |
| **Statement of Need:** Provide additional Bandwidth to accommodate the growth of the IT infrastructure over the past 3 years |
| **Actions:**<br>  1.  Receive approval for initiative<br>  2.  Work with ISP account Rep to process the bandwidth upgrade |
| **Resources and Approximate $:** (Facilities, Institutional Improvement, Personnel, Technology) <mark>Technology</mark> $4,033.83 |
| **Assessment Method/Date:**  Documentation of weekly management meeting.<br>**Date:** August 31, 2015 |

**President/Effectiveness**

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| **Objective #1:** The College will utilize assessment data and planning information from all components of the institution to develop an <mark>Annual Technology Action Plan</mark>. |
| **Responsibility:** President and Director of Institutional Effectiveness |
| **Statement of Need:** To ensure effective and efficient purchasing processes |
| **Actions:**<br>  1.  Monitor and ensure that Assessment and Planning calendars are followed<br>  2.  Ensure production of Annual Technology Action Plan<br>  3.  Review IT Management Annual Report |
| **Resources and Approximate $:** Institutional Improvement, no $ |
| **Assessment Method/Date:** Completion of Assessment Calendar and planning calendar as evidenced by minutes, Communication Reports, agendas and meeting notes, IT Management Annual Report   **Date:**   Ongoing annual review with summation by July 1 |

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| **Objective #2:** The College will utilize assessment data and planning information from all components of the institution to develop a <mark>three to five year technology plan</mark>.  The plan will include infrastructure needs as well as a well-defined PC replenishment plan. |

| **Responsibility:** President and Director of Institutional Effectiveness |
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| **Statement of Need:** To ensure effective and efficient purchasing processes |
| **Actions:** |
|     1.  Require each component of the College to submit a three to five year plan |
| **Resources and Approximate $:** Institutional Improvement, no $ |
| **Assessment Method/Date:** As evidenced by submitted plans   **Date:** Annual with review by July 1 |

| **Objective #3:** The College will ==support the technology infrastructure== through appropriate resources allocation decisions. |
|---|
| **Responsibility:** President |
| **Statement of Need:** To ensure efficient and effective purchasing processes |
| **Actions:** |
|     1.  Ensure development of a Technology Plan<br>    2.  Monitor and ensure budget development<br>    3.  Continue utilization of third party IT vender to ensure successful IT infrastructure and operations<br>    4.  Review IT Management Annual Report |
| **Resources and Approximate $:** Institutional Improvement, no $ |
| **Assessment Method/Date:** As evidenced by Technology Plan and budget, IT Management Annual Report   **Date:** Annual with summation by July 1 |

| **Objective #4:** Maintain and enhance ==technology infrastructure of the President's Office== |
|---|
| **Responsibility:** Administrative Secretary to the President |
| **Statement of Need:** To ensure continuous maintenance and enhancement of technology in order to accomplish primary responsibilities of Institutional Advancement, Human Resources, and Institutional Effectiveness |
| **Actions:** |
|     1.  Maintain hardware and software inventory, and anticipated replacement rotation list<br>    2.  Monitor and ensure budget development for efficient purchasing |
| **Resources and Approximate $:** Institutional Improvement, no $ |
| **Assessment Method/Date:** As evidenced by inventory list and budget   **Date:**  Annual with summation by January 1 |

**Quality Enhancement – Division of Institutional Effectiveness**

| **Objective #1:**  Oversee the continued implementation of integration and oversight of the availability of technology tools, as originally outlined in the Quality Enhancement Plan (VConnected), through the Quality Enhancement Resource Inventory (QERI). |
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| **Responsibility:** Criquett Lehman, Director of Quality Enhancement |

| Statement of Need: Integrate the Quality Enhancement Plan into the infrastructure of the institution by ensuring that technology tools and technical support continue to be available to faculty, staff, and Board of Trustees. Technology is a tool used to increase student learning and student engagement. In order to sustain the Quality Enhancement Resource Inventory (QERI), oversight needs to be transitioned. Evidence of the need for such sustainability can be found in the Student Instructional Report (SIR II) data; Key Performance Indicators of Accountability (KPIA's) – specifically CCSSE benchmarks, Graduation, Persistence, and Retention, SENSE benchmarks; and CCSSE/SENSE individual results. |
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| **Actions:**<br>　　1.　Chair Technology Committee.<br>　　2.　Review and update the charge of the Technology Committee as needed.<br>　　3.　Implement a Technology Request Process to ensure communication across departments, appropriate timeline for project completion, and availability of training and support.<br>　　4.　Provide technical and operational support at Board of Trustees meetings. |
| **Resources and Approximate $:** Institutional Improvement, no $; ==Technology,== no $ |
| **Assessment Method/Date:**<br>　　1.　Committee Charge, Agendas, Minutes, QERI Log (Board of Trustees support). July/August 2016 |

| **Priority Initiative #8:**<br>**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.** |
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## Office of the President

**Institutional Advancement**

| **Objective #1 :** 　Respond to College funding needs through various fundraising methods. |
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| **Responsibility:** Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist |
| **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. These activities require travel to support off-site working. |

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.
8. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.
9. 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.
10. Continue to build support for the Vernon College Foundation Annual Auction.
11. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of the Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
12. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.
13. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
14. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
15. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.

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

1. **Institutional Improvement:**  Funds to create and implement an annual Presidential-level Donor Recognition Event -- $6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- $5,000;  attend the CRD Federal Funding Task Force and the CRD Annual Conference -- $7,000.  Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $5,000.
2. <mark>**Technology**</mark>:  Renew annual software licenses and maintenance contracts:  Raiser's Edge (RE) software license -- $8,500; MaestroSoft Pro Auction Software license -- $3,500; Metasoft Foundation/Corporate Funding search software license -- $4,000; STARS annual software license -- $8,500.  On-line giving tool -- $5,000.  Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

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**Assessment Method/Date:**              **Date:**

1. Sustained giving by current donors as well as new donors to the College and Foundation added as evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by **August 31, 2016**.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2015**
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2016**.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2016**.
5. Move all old prospect, donor, alumni records into RE to enable donor solicitations segmented and targeted solicitations based on the aggregate information contained in the RE database, second phase completed by **August 31, 2016**.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2016 and on-going**.
7. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by **February 28, 2016**.
8. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2014-2015 fiscal year by **August 31, 2016**.
9. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by **August 31, 2016**.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **November 2015**.
11. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2016**.
12. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2016**.
13. Annual software licenses/maintenance contracts renewed by **August 31, 2016**.
14. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2016 and on-going**.

| **Objective # 2:** Continue to develop an active Ex-Students Association that will increase alumni awareness about the College and the Foundation, participation in events, and philanthropic support. |
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| **Responsibility:** Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Alumni Relations Specialist; Director of Institutional Advancement/Executive Director, Vernon College Foundation |
| **Statement of Need:** Vernon College needs a strong alumni base to support its marketing, philanthropic support, and recruiting efforts. |
| **Actions:**<br>1. Create a culture of ownership among alumni/ex-students in support of Vernon College.<br>2. Research old student files in POISE, microfilm, other archival and public records to add the relevant information to the Raiser's Edge (RE) database using Prospect Research best practice methodologies.<br>3. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.<br>4. Utilize social networking media and other technological tools to maintain contact with identified alumni and as a recruiting vehicle for the Vernon College Ex-Students Association.<br>5. Using segmentation through the RE database, develop and implement affinity group annual events such as the Rodeo Alumni Event, athletic team events, and program specific alumni events.<br>6. Research different Distinguished Alumni Recognition Programs and develop and implement a plan for a program best suited to Vernon College's Ex-Students Association.<br>7. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.<br>8. Continue an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Mail Chimp.<br>9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations and proposed Alumni Relations Specialist to attend alumni training programs.<br>10. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.<br>11. Add a staff position **Alumni Relations Specialist** to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.<br>12. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2016 and on-going.** |
| **Resources and Approximate $:** |

1. **Institutional Improvement:**  Funds for annual affinity group alumni events -- $10,000; funds for alumni recognition items -- $5,000. Coordinator of Marketing and Alumni Relations participation and proposed Alumni Relations Specialist in alumni training programs -- $4,500. Monthly e-newsletter to alumni -- $3,050
2. **Personnel:**  Alumni Relations Specialist -- $22,000 - $28,000
3. **Technology:**  Alumni specific E-newsletter on a monthly basis using Mail Chimp -- $3,500.

**Assessment Method/Date:**
1. New hire by **August 31, 2016.**
2. Increased number of current alumni addresses, email and telephone numbers added to the RE database by **August 31, 2016 and on-going**.
3. Once added to RE, add alumni information to each record by **August 31, 2016 and on-going**.
4. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes, and social media interaction by **August 31, 2016**.
5. Monthly Alumni E-Newsletter implemented with subscripting growth once new information is added by **August 31, 2016 and on-going**.
6. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by **August 31, 2016.**

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**Objective # 4:**  Continue to increase scholarship availability for Vernon College students.

**Responsibility:**  Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist

**Statement of Need:**  Financial difficulties can be a barrier to students which can result in not attending college, attending only part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether.  Therefore, a strong scholarship program aids both recruitment and retention efforts.  Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks:  *At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012*.  Since implementation of the STARS (Scholarship Tracking and On-Line Review System) On-Line Scholarship Applications for non-dual credit scholarships, applications have continued to increase:  177% in year 1; 197% in year 2; 217% in year 3; and 225% in year 4.  This trend is projected to continue.  There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that are open to our students to continue their college careers once they leave Vernon College.  Furthermore, students must have an identified office to go to and identified person(s) to speak with for help with scholarships applications or more information.   The 2013 SENSE Survey indicated that students do not feel that there is anyone identified at Vernon College than can assist them with scholarship questions."  Question 18i – The College provided me with adequate information about financial assistance" and Question 18j – "A College staff member helped me determine whether I qualified for financial assistance."  Since that time, this office has been addressing these

deficiencies and has worked with more students and parents to assist with scholarship information each year. Additionally there is an increasing need for dual-credit scholarships for high school students within the College's service area.

**Actions:**

1. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation current scholarships, including dual credit scholarships, and new scholarship opportunities.
2. Increase Alumni awareness of the need for scholarship funds through the Ex-Student E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific groups in 2015-2016.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with STARS information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications:  College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students.  Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra, Throckmorton, and WFISD College Connections Scholarship Programs.
8. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students.  Also continue outreach to Home School Students.
9. Work with the Early College Start Coordinator and the Advancement Specialist - Recruiting to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.
11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete.  In January and February review student application progress on a weekly basis.  With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
13. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.  Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with donors of building scholarships to achieve funding resolution.

15. Work with donors whose endowed scholarships reside in the College endowment to transfer those to the Foundation endowment to maximize earning potential.
16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for "orphan" scholarship funds in the College endowment pool.

**Resources and Approximate $:**
1. **Institutional Improvement:** Scholarship marketing tool -- $3,500
2. **Technology**: STARS Annual Software License Renewal -- $8,500

**Assessment Method/Date:**
1. Scholarship page on College website updated and new scholarship information added by **August 31, 2016** and on-going.
2. STARS presentations to area high schools as requested and evidenced by appointments calendar by **August 31, 2016** and on-going.
3. Continue "one stop shop" scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with STARS or other scholarship applications by **August 31, 2016** and on-going.
4. STARS annual license renewed by **September 30, 2015**.
5. Scholarship marketing tool designed and implemented by **August 31, 2016** and number of targeted press releases and letters sent by **March 1, 2016**.
6. Increased funding for scholarships achieved by **August 31, 2016**.
7. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2016**.
8. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2016**.
9. Building scholarships resolved by **August 31, 2016 and on-going**.
10. Transfer policy developed and approved by **December 2015**.

**President/Effectiveness**

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| **Objective #3:** The College will ensure focus on external fund raising through support of personnel, processes, and technology. |
| **Responsibility:** President |
| **Statement of Need:** As evidenced by Annual Action Plan |
| **Actions:**<br>1. Ensure appropriate software updates<br>2. Review external fund raising processes |
| **Resources and Approximate $:** Institutional Improvement, no $ |
| **Assessment Method/Date:** As evidenced through budget, gift income recorded and segmented mailings  **Date:** July 1 |

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

**Admissions, Records and Financial Aid**

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| **Objective #1 :** Use SENSE and CCSSE data to increase survey driven scores for Admissions and Records Office |
| **Responsibility:** Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records |
| **Statement of Need:** Identify higher performing schools and compare and contrast standard operating procedure components to help identify possible changes for improvement |
| **Actions:** <ol><li>Review CCSSE and SENSE data to identify high performing schools in Admissions.  Review those high performing schools processes, policies, procedures, practices, and programs</li><li>Continued improvement to the registration process</li><li>Review CCSSE and SENSE data to identify high performing schools in Records and Registration areas.  Review those high performing schools processes, policies, procedures, practices, and programs</li><li>Analyze outsourcing of transcript request and processing services (Credentials Solutions) for service improvement and accessibility</li><li>Analyze use of "Live Forms" software for use in Admissions and records Office for service improvement</li></ol> |
| **Resources and Approximate $:**  Institutional Improvement: ==Costs for "Live Forms" and transcript outsourcing== ???? |
| **Assessment Method/Date:**  Review completed  upon completion of surveys and receipt of results / CCSSE August and SENSE April |

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| **Objective #3 :**  Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.2 |
| **Responsibility:**   Dean of Admissions & Financial Aid/Registrar and Director of Admissions and Records |
| **Statement of Need:**  The institution protects the security, confidentiality, and integrity of student records and maintains security measures to protect and back up data. (Student records)  ( 3.9.2) |
| **Actions:** <ol><li>Monitor student record access allowed through the ==College's software system and compliance with FERPA==</li></ol> |
| **Resources and Approximate $:**  Institutional Improvement |
| **Assessment Method/Date:**  Annual email communication with IT POISE administrator           **Date:**  March |

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| **Objective #2:  Obtain student feedback in areas of Student Services that have direct student contact.** |
| **Responsibility: Dean of Student Services/Athletic Director; Associate Dean of Student Services; Assistant Athletic Director** |
| **Statement of Need:** All departments within Student Services who have direct student contact are reviewed by students either through the SENSE, CCSSE or internal surveys.  At this time there is no opportunity for students to give anonymous feedback on coaching staff.  By developing a brief, valid, and anonymous survey students will be able to give feedback related directly to coaching interactions with students.  The results of this feedback can be reviewed for use in annual planning, personnel reviews, and the Institutional Effectiveness Planning process. This adheres to our compliance with SACSCOC criteria CR 2.10 and the role of Student Support Services. |
| **Actions:**<br>1. Create simple, valid, anonymous surveys relating strictly to coaching staff for each athletic team.<br>2. Have each team member complete a survey.<br>3. Review each survey with coaching staff. |
| **Resources and Approximate $: Institutional Improvement -**  time, continuation of ==survey monkey contract== |
| **Assessment Method/Date:** completion of surveys, review of data with IEP's   **Date:**  March 1, 2016 |