Vernon College Annual Action Plan 2010-2011
by Priority Initiative

Priority Initiative #1
Improve the quality of educational and student support services to increase student learning and student retention.

Admissions, Records and Financial Aid

Admissions

Objective 1: Maintain Admissions Office satisfactory ranking by students and improve annually.
Action:
1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative.

Objective 2: Increase student service and dual credit enrollments by working with high school students in the College's service area.
Actions:
1. Contact each service area high school during early spring regarding "Campus Connect" on line registration process for dual credit students.
2. Mail dual credit brochure and campus connect instructions to dual credit participating schools.
3. Follow up on dual credit applicants during June, July, and August to verify admission requirements, TSI status, and enrollment.
4. Provide contact point for dual credit registration and Campus Connect questions.
5. Work with VC College Connection program to provide presentations, admission information, application assistance, enrollment help, and automatic acceptance into VC for diploma graduates.

Objective 3: Maintain and enhance technology infrastructure of the Admissions Office.
Actions:
1. Purchase 4 replacement desktop computers for Admission staff of 12.
2. Purchase 2 replacement printers for Admission staff of 12.

Financial Aid

Objective 1: Improve student retention and success annually.
Actions:
1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding those financial aid consequences.
2. Contact students who receive first letter of concern regarding attendance and explain financial aid consequences for non-attendance.

Objective 2: Increase total financial aid awarded annually proportionally with credit enrollment increases.

Action:
1.   Hire and train additional personnel as needed to serve VC students.

Objective 3: Achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid.

Action:
1.   Attend annual DOC conference, called THECB conferences, TASFAA annual meeting, and other professional development opportunities.

Objective 4: Maintain VC cohort student loan default rate as calculated by DOW at 100% or lower.

Actions:
1.   Provide entrance and exit loan counseling opportunities for student borrowers.
2.   Contract with consulting firm to contact students approaching default status to explain options and consequences.

Objective 5: Maintain and enhance technology infrastructure of the Financial Aid Office.

Actions:
1.   Purchase 2 replacement desktop computers for Financial Aid staff of 8.
2.   Purchase 2 replacement printers for Financial Aid staff of 8.

Objective 6: Improve financial aid advising services to both prospective and enrolled students.

Actions:
1.   Create a VC Financial Aid Facebook page.
2.   Participate in New Student Group Advising and create brochure.
3.   Outreach to financial aid applicants with personalized letter from VC President.
4.   Create Financial Aid Television instructional website.
5.   Create Financial Aid "8 Easy Steps to the FASFA" website.
6.   Provide Financial Aid outreach presentations to high school students / parents and counselors.

Student Records

Objective 1: Increase student retention and success annually.

Actions:
1.   Run a degree audit on each degree or certificate seeking student as indicated on their application for admissions thus allowing them to track their status toward graduation through Campus Connect.
2.   Send mid-term progress reports each semester over 7 weeks in length and notify students of their academic status each semester.
3.   Notify students of President or Dean List honors each Fall and Spring Semester.

Objective 2: Maintain and improve student satisfaction ranking annually.

Actions:
1.   Continue the development and expansion of on line registration in coordination with IT Department.
2.   Expand time frames for Campus Connect registrations through late registration and last day for withdrawal.

Instructional Services

Objective 1: Improve the quality and availability of academic advising to students.
Actions:
1. Support and participate in Academic Advising Task Force appointed by the President.
2. Research best practices in academic advising.
3. Refine, develop and implement processes for the academic advisement of student at Vernon College.
4. Provide training for faculty in the area of academic advising.

Objective 2: Enhance the attractiveness of working as a part-time instructor at Vernon College by providing a more competitive adjunct salary.
Actions:
1. Request additional budget monies for salary increase from $450-$500 / load hour and / or reallocate budget monies to fund salary increase.
2. Evaluate alternatives to "load hour" compensation for lab assistants, continuing education instructors and clinical instructors.

Objective 3: Provide systematic early intervention strategies for at risk students.
Actions:
1. Purchase, customize and install retention module in POISE to be used in early identification of at risk students.
2. Provide training for faculty in use of module.

Objective 4: Improve success rate of students enrolled in developmental classes.
Actions:
1. Review and revise placement processes for developmental math, reading and writing courses.
2. Investigate the creation of a centralized developmental education program.
3. Continue to work toward certification by NADE.
4. Instructional Designer will provide training sessions specifically for developmental educators on teaching techniques and strategies.

Objective 5: Increase the accessibility of course material through Blackboard to enhance access to instruction and improve student retention.
Actions:
1. Continue to advocate for the use of Blackboard course shells by faculty teaching F2F courses as a course supplement / backup.
2. Provide training and technical / operational support for faculty to utilize course delivery in Blackboard.

Objective 6: Improve student access to library instruction as evidenced by enhanced tutorial with interactive component.
Action:
1. Design interactive quiz to accompany sections of the database tutorial. Quiz will include instant feedback with answer explanations.

Objective 7: Increase student engagement in library instruction as evidenced by the use of clickers.
Actions:
1. Develop questions to use with clickers during library instruction.

2. Attend staff development to learn how to effectively utilize the clicker technology.

Objective 8: Improve student awareness / access to library services as evidenced by effective marketing strategies and better use of email flyers, the library website, and VC social networks (Twitter & Facebook) to advertise services.

Actions:

1. Enhance email flyer with student video testimonials.
2. Post library updates and the link to the email flyer on VC's Twitter and Facebook.
3. Capitalize on website as media for promoting library services.

Objective 9: Improve faculty access and awareness of library services as evidenced by an updated faculty orientation to library services produced in video format and posted on the library homepage to accompany and enhance the text version in PDF format.

Actions:

1. Develop a new faculty orientation to library services.
2. Post video via the "Faculty Information" link prominently displayed under the "Quick Links" column on the homepage.

Objective 10: Increase awareness and availability of tutoring services offered through the VC Pass Centers.

Actions:

1. Encourage students to participate in peer tutoring by advertising via PASS Centers pens, pencils and bookmarks, the Student Services bulletin board, and message centers on the Vernon campus, Century City Center and Skills Training Center, and through college wide instructor emails.
2. Work with the Dean of Student Services and the athletic coaches to offer peer tutoring during the teams' study hall sessions.
3. Capitalize on website as media for promoting PASS Center services.

Objective 11: Increase College Algebra tutoring services offered at Vernon College.

Actions:

1. Pay community member tutors to watch the recorded College Algebra lectures from Fall 2009 in an effort to familiarize the tutors with class format, concepts taught in the class, and the instructor expectations.
2. Send short satisfaction survey via Vernon College email to all participants.

Objective 12: Increase efficiency and effectiveness of ADA / Special Services for qualifying students.

Actions:

1. Encourage all deaf and hearing impaired students to complete required applications and paperwork before the first day of class.
2. Work closely with counselors for early referrals of deaf and hearing impaired.
3. Work with the Department of Assistive and Rehabilitative Services to receive early referrals from them regarding deaf students who plan to attend Vernon College.
4. Encourage all deaf and hearing impaired students to apply with the Department of Assistive and Rehabilitative Services to help defray interpreter expense.
5. Maintain a current list of interpreters by consulting with the Department of Assistive and Rehabilitative Services to help defray interpreter expense.

6. Hire additional interpreters as needed each semester.

Objective 13: Make certain information from Instructional Services is available on the VC website.

Action:

1. Update and / or develop certain Instructional Services information as required by HB 2504 and publish on VC website.

Office of the President

President/Effectiveness

Objective 1: The College will continue to emphasize student learning outcomes and consistently initiate effective assessment practices to demonstrate that it is fulfilling its mission.

Actions:

1. Monitor and ensure that the instructional component of the College adequately meets to assess student learning outcomes.
2. Monitor and ensure that the Assessment Calendar is followed by all components of the College.

Objective 2: The College will continue to initiate multiple measures of student learning.

Actions:

1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of student learning.
2. From the established Assessment Calendar, monitor and ensure measures of student learning.

Objective 3: The College will continue to develop appropriate assessment data for course and programmatic decision making.

Actions:

1. Support and encourage innovative, creative and consistent assessment activities.
2. President will insist that all program decisions are based on appropriate data.
3. Monitor the Assessment Calendar for completion.

Objective 4: The College will develop and implement multiple assessment measures to review and improve student support services.

Actions:

1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of student learning.
2. From the established Assessment Calendar, monitor and ensure measures of student learning.

Objective 5: The College will organize task forces to review and make recommendations for change in regard to student academic advising and retention / completion efforts.

Actions:

1. Appoint student academic advising task force.
2. Appoint retention / completion task force.

Student Services

Objective 1: Increase Student Services personnel to serve immediate recruiting, student relations, counseling and student services questions for Century City students.
Action:
1. Approval and funding of new position by Vernon College administration.
2. Creation of new job description.
3. Posting and hiring of new employee.

Objective 2: Student Services will bolster and encourage a new faculty advising system.
Actions:
1. Student Services will provide support to faculty through advising training as requested by the Dean of Instructional Services.
2. Student Services will serve as a resource to students by advertising and promoting the new advising system.

Priority Initiative #2
Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the college.

Financial Aid

Objective 1: Improve financial aid advising services to both prospective and enrolled students.
Actions:
1. Create a VC Financial Aid Facebook page.
2. Participate in New Student Group Advising and create brochure.
3. Outreach to financial aid applicants with personalized letter from VC President.
4. Create Financial Aid Television instructional website.
5. Create Financial Aid "8 Easy Steps to the FASFA" website.
6. Provide Financial Aid outreach presentations to high school students / parents and counselors.

Instructional Services

Objective 1: Fully support and fund pilot projects from Instructional Services as selected by QEP Committee.
Actions:
1. Faculty / staff plan and conduct initiatives to enhance student learning and foster student engagement in the classroom / academic support services.
2. Support professional development activities for faculty / staff to enhance teaching techniques and academic support services.

3. Instructional Designer will create on line training resources to be available via Blackboard and / or college website.

Office of the President

President/Effectiveness

Objective 1: The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.
Action:
1. Ensure adequate resource allocation decisions through budget process.

Objective 2: The College will continue to initiate processes for review of QEP pilot projects.
Action:
1. Will initiate a review process and review QEP pilot projects on an annual basis.

Objective 3: The College will encourage implementation of successful innovative QEP projects or strategies.
Action:
1. Ensure resource allocations for proven successful projects.

Quality Enhancement

Objective 1: Facilitate communication regarding the Quality Enhancement Plan for the institution and outside entities (such as SACS).
Actions:
1. Publish "the Quest" newsletter to be distributed to faculty and staff via mass email and post on the website as a resource.
2. Publish a student newsletter once a semester to be posted on the website and sent to all students via their Vernon College email account.
3. Present / provide information at orientations – students, new employees, Fall and Spring faculty and staff developments.
4. Produce the QEP Annual Progress Report not later than August 2011.

Objective 2: Chair the Quality Enhancement Plan Implementation Committee
Actions:
1. Provide leadership as chair.
2. Meet monthly.
3. Ensure completing of Quality Enhancement Plan objectives.
4. Review and maintain Quality Enhancement Plan timeline.

Objective 3: Manage and provide support for the quality enhancement pilot program as prescribed by the Quality Enhancement Plan.
Actions:
1. Recruit new pilot participants.
2. Review pilot project documentation and provide support and training for incorporation of Global Learning Outcomes and development of assessment measures.
3. Provide training and professional development to be completed each semester by December 2010 and May 2011: Organize and conduct

training; Organize roundtables; Schedule and conduct one-on-one meetings; Participate in NISOD convention.

4. Provide technical and operational support through purchase of software and equipment, completion of mid and end-of-year reports, providing oversight for pilot portion of the QEP timeline.

Objective 4: Ensure compliance with SACS

Action:

1. Produce QEP Annual Progress Report.

Objective 5: Integrate innovative technologies, including hardware and software, as piloted through the Quality Enhancement Plan into the college infrastructure.

Actions:

1. Create a task force to review best practices and develop a formal process for the purchasing, use and maintenance of the Quality Enhancement Resource Inventory.
2. Implement the Quality Enhancement Resource Inventory process in the Fall 2010 semester.
3. Create satisfaction surveys to be administered at the end of each semester.
4. Assess the Quality Enhancement Resource Inventory list to determine utilization and necessary upgrades.

Student Services

Objective 1: Student Services will continue to investigate ways to use QEP support to enhance Student Services and apply for a least one project yearly.

Actions:

1. Promote QEP Pilot project applications to Student Services staff and encourage innovative thinking.
2. Work with staff to create ideas to help develop QEP pilot projects and meet requirements.

Objective 2: Student Services will support current QEP projects.

Action:

1. Student Services members will serve on the QEP Implementation Committee.

Priority Initiative #3
Enhance the technological infrastructure of the institution.

Administrative Services

Information Technology

Objective 1: Supply gigabit Ethernet to the desktop.

Actions:

1. Replace all existing switches within the campus infrastructure and upgrade the backbone equipment to allow for path to 10GB Ethernet in the future.
2. Install fiber optic connections between intranet nodes at Century City and Skills.

Objective 2: Stop unauthorized access points and rouge computers from accessing college computing resources.

Action:

1. Purchase and install Network Access Control Appliance and Remediation Server.

Admissions, Records and Financial Aid

Admissions

Objective 1: Maintain and enhance technology infrastructure of the Admissions Office.

Actions:

1. Purchase 4 replacement desktop computers for Admission staff of 12.
2. Purchase 2 replacement printers for Admission staff of 12.

Financial Aid

Objective 1: Increase total financial aid awarded annually proportionally with credit enrollment increases.

Actions:

1. Hire and train additional personnel as needed to serve VC students. (resource includes purchase of computer)

Objective 2: Maintain and enhance technology infrastructure of the Financial Aid Office.

Actions:

1. Purchase 2 replacement desktop computers for Financial Aid staff of 8.
2. Purchase 2 replacement printers for Financial Aid staff of 8.

Objective 3: Improve financial advising services to both prospective and enrolled students.

Actions:

1. Create a VC Financial Aid Facebook page.
2. Participate in New Student Group Advising and create brochure.
3. Outreach to financial aid applicants with personalized letter from VC President.
4. Create Financial Aid Television instructional website.
5. Create Financial Aid "8 Easy Steps to the FASFA" website.
6. Provide Financial Aid outreach presentations to high school students / parents and counselors.

Instructional Services

Objective 1: Continue to upgrade the ITV classrooms to ensure reliability and enhance student learning.
Actions:
1. Replace the Vtel Codac with Tandberg Educator Codac & Touch Panel in the following ITV classrooms: a. VER W204 b. VER S425 c. CCC 300
2. Investigate, select and acquire technology to enable the digital recording of all ITV sessions.
3. Evaluate the feasibility of converting to H.323

Objective 2: Continue to enhance the quality of on line courses at Vernon College.
Actions:
1. Evaluate a migration from WebCT / Blackboard CE 8 to newer version of Blackboard 9.
2. Provide training and professional development workshops for faculty teaching online courses.

Objective 3: Evaluate the use of "virtualization" in Instructional Services computer labs to enhance quality and availability while minimizing cost of updates.
Actions:
1. Collaborate with IT and COSC / CIS faculty.
2. Fund pilot project submitted by Richard Warren (COSC instructor) to "virtualize" computer lab CCC 500.

Objective 4: Ensure efficient and reliable access to software and internet applications as evidenced by updated workstations with sufficient processing speed and memory to support current technologies at all library locations.
Actions:
1. Replace 19 computers as follows: 11-Vernon; 5-Century City; 3-SLC

Office of the President

President/Effectiveness

Objective 1: The College will utilize assessment data and planning information from all components of the institution to develop and Annual Technology Plan.
Actions:
1. Monitor and ensure that Assessment and Planning calendars are followed.
2. Ensure production of Annual Technology Action Plan.

Objective 2: The College will utilize assessment data and planning information from all components of the institution to develop a three to five year technology plan.
Action:
1. Require each component of the College to submit a three to five year plan.

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

Actions:
1. Ensure development of a Technology Plan.
2. Monitor and ensure budget development.

Objective 4: Maintain and enhance technology infrastructure of the President's Office.

Actions:
1. Development of a hardware and software inventory, and anticipated replacement rotation list.
2. Monitor and ensure budget development for efficient purchasing.

Student Services

Objective1: Completion of the annual Student Services computer rotation so that essential staff have current and fast technological resources.

Action:
1. Replacement of next 5 computers on rotation
2. Purchase of 3 new high volume, color printers for counseling secretaries
3. Replacement of 8 (4 in Wichita Falls and 4 in Vernon) Testing Lab computers

Priority Initiative #4
Incorporate Global Learner Outcomes (general education outcomes) throughout the institution and develop assessment measures to evaluate their achievement.

Instructional Services

Objective 1: Develop means to document the attainment of general education outcomes.

Actions:
1. Operationally define terms related to general education outcomes and assessment.
2. Communicate with faculty and solicit input regarding assessment of general education outcomes.
3. Research best practices in assessing general education outcomes.

Office of the President

President/Effectiveness

Objective 1: The College will ensure that the instructional component of the institution will focus on the development and implementation of general education outcomes.

Action:
1. Monitor and ensure the development of general education outcomes.

Objective 2: The College will emphasize multiple measures of assessment to validate the general education outcomes.
Action:
1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of assessment to validate the general education outcomes.

Student Services

Objective 1: Assist the instructional component of the College in implementation and evaluation of Global Learner Outcomes.
Action:
1. Provide Student Services staff to serve on committees and task forces.

Priority Initiative #5
Provide fiscal, physical, human and technological resources to accommodate current and future needs.

Administrative Services

Business Office
Objective1: The Business Office will allocate resources to ensure that all business office personnel have the tools needed to do their jobs efficiently and effectively.
Action:
1. Replace Ann and Sandy's computers in CC. Replace the two oldest computers in Vernon and start a rotation program to replace all computers every 4 years.

Physical Plant
Objective 1: Update 2010-2011 Facilities Master Plan for all campuses.
Actions:
1. Meet with Facilities Planning committees for all campuses to review prior plan.
2. Present recommendations to Administrative Team.
3. Update and distribute Master Plan.

Objective 2: Complete all approved projects by 8-31-11 – Vernon
Action:

1. Quarterly reviews by the Dean of Administrative Services to make sure we are on target to complete projects.

Objective 3: Complete all approved projects by 8-31-11 – Wichita Falls

Action:

1. Quarterly reviews by the Dean of Administrative Services to make sure we are on target to complete projects.

Objective 4: Expand Century City bookstore

Action:

1. Move forward with renovation of CCC facilities in accordance with Master Plan

Objective 5: Ongoing facilities upkeep to include painting and general maintenance needs at CCC and Skills.

Action:

1. Hire full time painter / general maintenance position for Wichita Falls facilities.

Admissions, Records and Financial Aid

Admissions

Objective 1: Increase student service and dual credit enrollments by working with high school students in the College's service area.

Actions:

1. Contact each service area high school during early spring regarding "Campus Connect" on line registration process for dual credit students.
2. Mail dual credit brochure and Campus Connect instructions to dual credit participating schools.
3. Follow up on dual credit applicants during June, July and August to verify admission requirement, TSI status and enrollment.
4. Provide contact point for dual credit registration and Campus Connect questions.
5. Work with VC College Connection program to provide presentations, admission information, application assistance, enrollment help and automatic acceptance into VC for diploma graduates.

Objective 2: Maintain and enhance technology infrastructure of the Admissions Office.

Actions:

1. Purchase 4 replacement desktop computers for Admission staff of 12.
2. Purchase 2 replacement printers for Admission staff of 12.

Financial Aid

Objective 1: Increase total financial aid awarded annually proportionally with credit enrollment increases.

Action:

1. Hire and train additional personnel as needed to serve VC students.

Objective 2: Maintain VC cohort student loan default rate as calculated by DOW at 10% or lower.

Actions:

1. Provide entrance and exit loan counseling opportunities for student borrowers.

2. Contract with consulting firm to contact students approaching default status to explain options and consequences.

Objective 3: Maintain and enhance technology infrastructure of the Financial Aid Office.

Actions:

1. Purchase 2 replacement desktop computers for Financial Aid staff of 8.
2. Purchase 2 replacement printers for Financial Aid staff of 8.

Student Records

Objective 1: Increase student retention and success annually.

Actions:

1. Run a degree audit on each degree or certificate seeking student as indicated on their application for admissions thus allowing them to track their status toward graduation through Campus Connect.
2. Send mid-term progress reports each semester over 7 weeks in length and notify students of their academic status each semester.
3. Notify students of President or Dean list honors each Fall and Spring semester.

Objective 2: Maintain and improve student satisfaction ranking annually.

Actions:

1. Continue the development and expansion of on line registration in coordination with IT Department.
2. Expand time frames for Campus Connect registrations through late registration and last day for withdrawal.

Instructional Services

Objective 1: Meet the increasing demand of the service area by expanding the quality, flexibility and number of course offerings through the hiring of additional full-time faculty.

Action:

1. Review Load & Listing and prioritize new full-time faculty positions by program / discipline.
   a. History b. Sociology c. Psychology d. Government e. Biology f. Mathematics g. Computer Information Systems
      h. English i. Speech j. ADN k. LVN l. Industrial Automation Systems

Objective 2: Expand VC's Career and Technical Education offerings at the CCC and Vernon locations.

Actions:

1. Purchase 50 tables and chairs for Vernon and Century City Cosmetology classrooms. ($3,400)
2. Provide expanded space for Cosmetology Lab at CCC. ($100,000)
3. Provide additional space for EMS Lab at CCC. ($51,000)
4. Provide space for Pharmacy Technician Lab at CCC. ($87,000)
5. Provide additional space for Surgical Technology Lab at CCC. ($130,000)
6. Purchase 50 tables and chairs for Vernon LVN classroom. ($3,400)

Objective 3: Provide additional space for classrooms, labs and storage at STC.
Action:
1. Redesign and reallocate space formerly occupied by Aircraft Maintenance Program.

Objective 4: Provide additional space for classrooms, labs, faculty offices and storage at CCC.
Actions:
1. Additional space for multipurpose science lab at CCC. ($150,000)
2. Additional space for 15-25 faculty members at CCC. ($???)
3. Ensure Instructional Services needs (faculty offices, labs, classrooms) are communicated and incorporated into the Master Facilities Plan for CCC.
4. Review / revise Master Facilities Plan.
5. Reallocate space currently occupied by Police Academy / Criminal Justice program to faculty offices and classrooms. This action is contingent upon these programs being moved to STC upon completion of the renovation of the former Aircraft Maintenance area at STC. ($???)

Objective 5: Adequately support distance learning needs for instructional testing.
Action:
1. Purchase 2 mobile computer carts which could be used in any classroom for testing purposes. ($20,000 / cart)

Objective 6: Develop plan for providing technology needed to maintain the quality of Career and Technical Education programs.
Actions:
1. Develop schedule of needs in coordination with Faculty, Division Chairs and Grant Administrator.
2. Prioritize and place on Annual Action Plan and Technology Plan.

Objective 7: Attract and keep quality part time employees to assist with library operations at CCC, Vernon and STC by maintaining a wage commensurate with duties and responsibilities. Increase hourly rate of pay from $8.50 to $9.00 per hour.
Actions:
1. Request budgetary increase in the amount of $872.00 to compensate $.50 per hour salary increase, thus raising the current rate of pay from $8.50 to $9.00 per hour for part time staff at CCC, Vernon and STC.
2. Currently, the STC Help Desk / Library Assistant is compensated jointly between the library and distance learning budgets. The Help Desk / Library Assistant is required to complete and fax separate time sheets for approval. To ensure the efficient processing of time sheets and to eliminate the need to complete two separate time sheets for each pay period, the recommendation is that all funding for this position be transferred from DL and placed in the library's part time salary line 1-4-025-1-5-115.

Objective 8: Request updated furnishings for the Wright Library.
Actions:
1. Purchase new circulation desk at a cost of $15,000.00
2. Reupholster library chairs (50) at a total cost of $9,250.00
3. Reupholster couch, love seats, leisure chairs and cushions for metal benches. ($3,591.00)

4. Purchase floor mats (32) to help protect carpet from rollers on task chairs. $1,732.00
5. Purchase periodical shelving units to improve display and access to print periodicals. $4,030.00
6. Request that recommendations be placed on the priority 1-3 year implementation schedule.

Office of the President

Human Resources

Objective 1: Review benefits offered to employees.
Actions:
1. Develop a committee to review current being offered to employees and consider any new potential benefits.
2. Develop process for evaluating new potential benefit products.

President/Effectiveness

Objective 1: The College will emphasize assessment activities and planning information from all components of the College to indentify fiscal, physical, human and technological resources to accommodate current and future needs.
Action:
1. Monitor and ensure that the Assessment Calendar and planning processes are followed.

Objective 2: The College will annually receive input from internal and external constituents to identify resource needs for the future.
Actions:
1. Provide formal and informal opportunities for input.
2. Utilize community focus and advisory groups.

Objective 3: The College will prepare for the future through appropriate resource allocation decisions in the annual budget development process.
Actions:
1. Monitor and ensure that the planning process drives the budget process and is completed within appropriate timelines.

Objective 4: The College will add at least one additional leadership position at the Century City Campus in Wichita Falls.
Action:
1. Develop a specific job description and hire someone to fill the leadership position.

Student Services

Objective 1: Complete construction of new baseball fieldhouse / batting cage / dugout.
Action:
1. Obtain architectural plans suitable for budget and protected needs.

2. Obtain bids for construction of baseball fieldhouse / batting cage / dugout according to Vernon College policy and procedure in accordance with state regulations.
3. Construct new baseball fieldhouse / batting cage / dugout.

Objective 2: The College will provide a vehicle and safe equipment needed to operate the College farm and function as needed in support of the rodeo program.

Action:

1. Open truck purchase to bids and select winning bid

Priority Initiative #6
Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.

Office of the President

Institutional Advancement

Objective 1: Enhance development processes through the acquisition and implementation of professional development / alumni software and continuation of scholarship licensing software.

Actions:

1. Review existing software packages to determine which package best meets current and long-term needs.
2. Purchase the software system.
3. Obtain consultation services to prepare existing data for conversion into the new software system and design the database itself to ensure that all Institutional Advancement and College fundraising current and future needs are met.
4. Participate in hands on off-site software package training for Institutional Advancement staff.
5. Convert data into the software package.
6. Implementation of software into Institutional Advancement operations.
7. Join the area software user group and attend meetings. Membership provides continuous support among the members.
8. Purchase the software license for STARS.

Objective 2: Respond to College funding needs through various fundraising methods.

Actions:

1. Enhance existing philanthropy programs and design and implement various segmented philanthropy programs such as personal solicitation and grant programs.
2. Create and implement annual and aggregate giving societies and launch a new event to recognize lifetime giving and planned gift donors.
3. Participate in the Council for Resource Development's Federal Funding Task Force to visit federal agencies and learn about funding opportunities available for the College.

4. Develop a small grants program to provide, as needed, oversight and management of existing grants, research new potential public and private grant opportunities, and provide assistance to faculty and staff in seeking grants for college-approved projects and programs; identify research and submit grants for college-wide funding needs with appropriate college employee technical assistance.
5. Work with the donors of "building" endowed scholarships (those under the $10,000 minimum threshold) to bring these balances to the minimum awarded level or fold them into an existing scholarship.
6. Attend relevant training workshops for grant writing and management.

Objective 3: Continue to develop an active Ex-Students Association that will increase alumni awareness about the College, participation in events and philanthropic support.

Actions:
1. Research and identify ex-students and add new database once that is secured.
2. Recruit ex-students to join the Ex-Students Association.
3. Develop and implement Vernon College communication vehicles of interest to ex-students.
4. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations to attend alumni workshops.

Objective 4: Enhance the visibility of Vernon College to educate the residents of the 12 county service area about the College's value and assist with the College's recruitment efforts.

Actions:
1. Request a one-year Marketing and Branding Task Force to develop college-wide graphic and identity standards.
2. Develop and implement new and / or enhanced advertising strategies to support the College's visibility and recruiting efforts.
3. Develop and implement an annual President's Report to be sent to all constituencies as well as media outlets in the 12 county service area.

President/Effectiveness

Objective 1: The College will support process review and recommendations for change of fundraising activities to enhance external funding.

Action:
1. Coordinate task force review fundraising activities to enhance external funding.

Objective 2: The College will support efforts to strengthen alumni relations.

Actions:
1. Support alumni newsletter and meetings.
2. Encourage participation of alumni through personal contact.

Objective 3: The College will ensure focus on external fund raising through support of personnel, processes and technology.

Actions:
1. Review of software.
2. Coordinate task force to review processes and personnel.

Student Services

Objective 1: Student Services will promote a strong alumni base and further a sense of fraternity in our community college society.

Actions:

1. Promote the "Friend of the College" award at the Annual Honors Program.
2. Encourage Honors recipients to remember alumni opportunities through the College.

Priority Initiative #7
Support opportunities for professional development for all Vernon College employees through appropriate funding.

Administrative Services

Business Office

Objective 1: The Business Office will allocate resources to ensure that staff acquire, discover and apply knowledge.

Actions:

1. Include sufficient resources in the annual budget to allow Business Office staff to attend annual POISE and Department of Education training.
2. Attend local, state and national business officer meetings to include SACUBO & TACCBO.

Information Technology

Objective 1: Broaden skill sets for all IT staff to increase / enhance flexibility of department.

Actions:

1. Ongoing POISE training
2. SQL 2005 training
3. Microsoft Server 2008 training
4. Microsoft Exchange Server 2008 training

Admissions, Records and Financial Aid

Financial Aid

Objective 1: Achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid.

Action:

1. Attend annual DOE conference, called THECB conferences, TASFAA annual meeting and other professional development opportunities.

Instructional Services

Objective 1: Enhance instructor performance through appropriate professional development activities.
Actions:
1. Provide training in "best practices" through the Office of Instructional Design.
2. Utilize SIR II data and results to determine areas of teaching in most need of improvement for individual instructors.

Objective 2: Provide opportunities for Instructional Services faculty and staff to develop leadership skills.
Actions:
1. Promote involvement of faculty / staff in appropriate campus organizations.
2. Participate in CLARA Leadership Academy within the NTCCC.
3. Investigate the potential for "lead instructors" within disciplines / programs to provide leadership and mentoring to colleagues.

Objective 3: Director of Special Services will attend professional development conferences that enhance knowledge and expertise of ADA compliance laws and accommodations.
Action:
1. Research and attend professional development management institutes and annual conferences which provide up-to-date legal, ethical, compliance and accommodations information for serving students with disabilities.

Objective 4: Special Services staff will attend professional development conferences that enhance knowledge and expertise of best practice methods regarding tutoring and instructional support services.
Action:
1. Research and attend professional development management conferences regarding tutoring methods and practices.

Objective 5: Research, analyze and share information gained from conference participation.
Actions:
1. Provide training and professional development to be completed each semester by December 2010 and May 2011.
2. Organize and conduct training, organize roundtables, schedule and conduct one-on-one meetings, participate in NISOD and EDUCAUSE conventions.

Office of the President

Human Resources

Objective 1: Develop a process to document / track professional development in personnel files.
Actions:
1. Through direct contact with those involved gather information that will lead to development of appropriate form or forms.
2. Work on developing draft form
3. Share draft with Administrative Team for suggestions / changes.

4. Once form is finalized, meet with IT to work on electronic version to ensure e-version is on the College website.
5. Develop reporting process for professional development to include Employee Handbook.

Objective 2: Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.
Actions:

1. Participate in ERS Benefits Conference.
2. Participate in TACCHRP Conference.
3. Attend POISE training.

President/Effectiveness

Objective 1: The College will allocate resources to ensure that faculty, students and staff acquire, discover and apply knowledge.
Actions:

1. Ensure resource allocation for faculty, staff and students through budget process.
2. Ensure resource allocation for curriculum and technology.

Objective 2: The College will support and make available professional development opportunities for administrators, faculty and staff.
Action:

1. Ensure resource allocation for administrators, faculty and staff through budget process.

Objective 3: The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering and applying knowledge.
Actions:

1. Recognition through institutional service awards.
2. Ensure recognition through news articles of those participating in professional development.

Objective 4: Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.
Actions:

1. Participate in SACS Preconference and Conference (Louisville, Kentucky)
2. Participate in TAIR Preconference and Conference (Austin)
3. Participate in POISE training (Tulsa, Oklahoma)
4. Participate in Annual Assessment Conference (College Station)

Quality Enhancement

Objective 1: Ensure compliance with SACS
Actions:

1. Participate in SACS pre-conference workshops and SACS 2010 Annual Meeting.
2. Participate in the QEP Summer Institute.

Student Services

Objective 1: Increase travel budgets so that all Student Services personnel have funds to pay conference fees and travel to appropriate professional growth seminars.
Actions:
1. Increase travel budgets.
2. Indentify appropriate professional growth opportunities for all Student Services employees.
3. Organize work schedules so that each employee has back-up coverage and that they can leave for professional growth opportunities.

Objective 2: Provide fundamental group training to all Student Services staff at the annual Student Services staff development in August.
Action:
1. Ensure that this primary training is scheduled yearly in early August so that all staff can attend without major disruption of Student Services functions.

Priority Initiative #8
Implement a centralized, unified and organized recruitment and retention effort.

Admissions, Records and Financial Aid

Financial Aid

Objective 1: Improve student retention and success annually.
Actions:
1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding those financial aid consequences.
2. Contact students who receive first letter of concern regarding attendance and explain financial aid consequences for non-attendance.

Student Records

Objective 1: Increase student retention and success annually.
Actions:
1. Run a degree audit on each degree or certificate seeking student as indicated on their application for admissions thus allowing them to track their status toward graduation through Campus Connect.
2. Send mid-term progress reports each semester over 7 weeks in length and notify students of their academic status each semester.
3. Notify students of President or Dean List honors each Fall and Spring semester.

Instructional Services

Objective 1: Provide high school students with a "head start" toward their post-secondary education and career goals by offering dual and concurrent credit for workforce and academic courses.

Actions:
1. Strategically plan for enrollment growth by identifying necessary resources.
2. Work closely with service area ISD's to foster relationships and identify their needs.
3. Promote VC courses with high schools as the receiving / instructional site.
4. Promote on campus courses.
5. Redefine, align and improve Vernon College Access Program throughout the service area.
6. Communicate / coordinate recruitment by Early College Start Coordinator with other components of the college.

Office of the President

Human Resources

Objective 1: Streamline hiring process.

Actions:
1. Through direct contact with those involved, review current process for suggestions for improvement / suggestions.
2. Network with other community college HR Directors for their processes.
3. Create taskforce to revise process.
4. Review process every 6 months for 1 year workability.

President/Effectiveness

Objective 1: The College will annually review policies, procedures, processes, practices and programs associated with recruitment efforts.

Action:
1. Appointment of task force for recruitment.

Objective 2: The College will annually review policies, procedures, processes, practices and programs associated with retention / completion efforts.

Action:
1. Appointment of task force for retention / completion.

Student Services

Objective 1: Reformulate the Enrollment Management Committee at the direction of the College President to help Vernon college produce a comprehensive recruitment and retention effort as well as meet state and federal requirements including Closing the Gaps and Uniform Recruitment and Retention reports.

Action:

1. Obtain clear direction from Vernon College President on needs and desired work.
2. Initiate committee meetings focused on clear purpose.

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

Administrative Services

Business Office

Objective 1: Build and submit accurate annual budget within all fiscal and time guidelines.

Actions:

1. Create budget worksheets for Administrative Team to show prior year budget and actual dollars.
2. Conduct various budget work sessions with each individual responsible for budget data.
3. Conduct budget workshops with Board of Trustees.
4. File approved budget with all appropriate entities.

Office of the President

Human Resources

Objective 1: Review / update policies in Employee Handbook.

Actions:

1. Review the Employee Handbook for policies that need to be updated or rewritten on an annual basis.
2. Research policy.
3. Update / rewrite policy.
4. Seek appropriate approvals.
5. Update online.
6. Send out employee notification of update.

President/Effectiveness

Objective 1: The College will annually review mission documents with the Board of Trustees, administration, faculty and staff to ensure the organization's commitments are clearly defined.

Action:

1. To annually review mission documents in meetings.

Objective 2: The College will develop and adhere to assessment activity calendar, planning calendar and budgeting cycle calendar to ensure institutional accountability.

Action:

1. Ensure and monitor development of and adherence to assessment, planning and budgeting cycle calendars.

Objective 3: The College will continually scan the local, regional, state and national trends and environments to realistically prepare for a future shaped by societal and economic trends.

Actions:

1. Participate in local and regional focus groups.
2. Participate in state and national conferences.
3. Budget for journals and newspapers.

Objective 4: The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability.

Actions:

1. Develop an institutional accountability report.
2. Develop a President's report.
3. Conduct review and update of the strategic planning process and document.

Objective 5: The College will complete an institutional self study to ensure ongoing SACS compliance.

Action:

1. Review and update SACS compliance document.

Objective 6: The College will review and update the responsibilities and members of standing committees.

Action:

1. Review and update standing committees.

Quality Enhancement

Objective 1: Administer, analyze and share information for assessment to be used for benchmarking and comparability purposes.

Actions:

1. Administer the Community College Survey of Student Engagement (CCSSE). Note: Data will be shared in Fall 2011
2. Administer the Community College Faculty Survey of Student Engagement (CCFSSE). Note: Data will be shared in Fall 2011.

3. Analyze the Survey of Entering Student Engagement (SENSE) data and information to prepare and present results and findings.
4. Analyze the Survey of Online Student Engagement (SOSE) data and information to prepare and present results and findings.

Student Services

Objective 1: Annually review Student Services purpose, aims and objectives for all areas.
Actions:
1. Yearly evaluations with staff to determine their own needs, observations and perceptions of their roles.
2. Participation in the Assessment and Planning Committee
3. Review of Student Services policy, procedures, processes, practices and programs.

7.9.10