



**2016-2017  
Annual Action Plan  
Summary**

**Regular Board Meeting  
Wednesday, May 18, 2016**

**2016-2017**

**Planning Documents**

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# Vernon College

## Philosophy

**VERNON COLLEGE PHILOSOPHY:** Vernon College is a constantly evolving institution, dedicated primarily to effective teaching and regional enhancement. With this dedication to teaching and to the community, the College encourages open inquiry, personal and social responsibility, critical thinking, and life-long learning for students, faculty, and other individuals within its service area. The College takes as its guiding educational principle the proposition that, insofar as available resources permit, instruction should be adapted to student needs. This principle requires both flexibility in instructional strategies and maintenance of high academic standards. Strong programs of assessment and accountability complement this educational principle. VC accepts the charge of providing a college atmosphere free of bias, in which students can exercise initiative and personal judgment, leading to a greater awareness of personal self-worth. It strives to provide every student with opportunities to develop the tools necessary to become a contributing, productive member of society.

## Vision

**VERNON COLLEGE VISION:** Vernon College will promote a culture of success for our students and communities through learner-centered quality instructional programs and exemplary services.

## Values

**VERNON COLLEGE VALUES:** Vernon College promotes a culture of success through our shared values and commitment to:

- Accessibility
- Accountability
- Building Relationships
- Diversity
- Innovation
- Leadership
- Quality
- Student Success
- Teamwork

- ☐ Our values define who we are and guide us in conducting our business every day. Our values are our morals – what is important to us at our college.

## Mission

**VERNON COLLEGE MISSION:** The mission of Vernon College is teaching, learning, and leading. Vernon College is a comprehensive community college that integrates education with opportunity through our instructional programs and student support services by means of traditional and distance learning modes. Therefore, to fulfill its mission, the College will provide access, within its available resources, to:

- ☐ Career technical/workforce programs up to two years in length leading to associate degrees or certificates;
- ☐ Career technical/workforce programs leading directly to employment in semi-skilled and skilled occupations;
- ☐ Freshman and sophomore courses in arts and sciences, including the new core and field of study curricula leading to associate and baccalaureate degrees;
- ☐ Ongoing adult education programs for occupational upgrading or personal enrichment;
- ☐ Compensatory education programs designed to fulfill the commitment of an admissions policy allowing the enrollment of disadvantaged students;
- ☐ A continuing program of counseling and guidance designed to assist students in achieving their individual educational goals;
- ☐ Career technical/workforce development programs designed to meet local and statewide needs;
- ☐ Support services for educational programs and college-related activities;
- ☐ Adult literacy and other basic skills programs for adults; and
- ☐ Such other programs as may be prescribed by the Texas Higher Education Coordinating Board or local governing boards in the best interest of postsecondary education in Texas.

Approved by College Effectiveness Committee September 25, 2015

*Officially approved and adopted by the Board of Trustees on October 21, 2015*

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Mission as adapted from the [Texas Higher Education Coordinating Board Strategic Plan for Texas Public Community Colleges 2011-2015](#), according the Texas Education Code, Sec. 130.003(e)

### Long Term Objectives

Vernon College long term objectives promote a culture of success to ensure the mission of teaching, learning, and leading results in effective recruitment of students, retention of students, and certificate/degree completion or transfer by students.

#1

- Enhance recruitment efforts to increase enrollment

#2

- Improve retention and completion rates of Vernon College students

#3

- Allocate available funds to diligently utilize fiscal, physical, human and technological resources

#4

- Develop additional academic and technical program opportunities

#5

- Increase student support services to meet the needs of the Vernon College service area

#6

- Ensure opportunities for professional development and support for faculty and staff

#7

- Create opportunities for community utilization of campuses

#8

- Support appropriate physical facilities to ensure the College meets its stated mission

#9

- Heighten security efforts on all college campuses

#10

- Provide the technical infrastructure to adequately support student learning, institutional improvement and employee functions

#11

- Strengthen the College's planning and assessment activities to ensure student learning, accountability and institutional improvement

Approved by College Effectiveness Committee September 25, 2015

*Officially approved and adopted by the Board of Trustees on October 21, 2015*

## **Vernon College**

### **Primary Goals for 2016-2020**

- The overall medium or long term goals of an institution.
- A primary goal forms part of an institution's strategy, and should act as a motivating force as well as a measure of performance and achievement for those working in an organization.
- Vernon College's Primary Goals will be aligned with the Southern Association of Colleges and Schools Commission on Colleges compliance criteria.
- They will be reviewed annually by the College Effectiveness Committee and every 5 years by internal and external constituents, administration, and the Board.

1. Vernon College will operate with integrity to ensure the fulfillment of its mission through structures and processes that involve the Board of Trustees, administration, faculty, staff, and students. (programs, policies, procedures, processes and practices)

2. Vernon College will allocate resources and implement processes for evaluation and planning to support the mission of the institution and the scope of its programs and services, as well as to respond to future challenges and opportunities. (Institutional effectiveness – planning and assessment)

3. Vernon College will identify expected outcomes, assess the extent to which it achieves these outcomes, and provide evidence of improvement based on analysis of the results of educational programs, administrative support services, educational support services and community/public service within its educational mission. (planning and assessment including student learning outcomes)

4. Vernon College will promote a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission. (professional development, QEP, student engagement, continuing education, community outreach)

5. As called for by its mission, Vernon College will identify its constituencies and serve them in ways both value. (meet the needs of our service area)

Approved by the College Effectiveness Committee on November 3, 2015

*Officially approved and adopted by the Board of Trustees on November 18, 2015*

## **Vernon College**

### **Priority Initiatives for 2016-2017**

- #1  
Implement a centralized, unified and organized recruitment and retention effort.
- #2  
Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.
- #3  
Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.
- #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.
- #5  
Support opportunities for professional development for all Vernon College employees through appropriate funding.
- #6  
Provide fiscal, physical, human and technological resources to accommodate current and future needs.
- #7  
Enhance the technological infrastructure of the institution.
- #8  
Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.
- #9  
Ensure institutional accountability through effective strategic planning and assessment processes.

Approved by the College Effectiveness Committee on November 3, 2015

*Officially approved and adopted by the Board of Trustees on November 18, 2015*

# Vernon College Annual Action Plan 2016-2017

## Summary by Priority Initiative

### Priority Initiative #1:

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

### Admissions, Records and Financial Aid

**Objective #1:** Improve financial aid advising services to both prospective and enrolled students

**Actions:**

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

**Objective #2 :** Enhance recruiting efforts to increase enrollment and contact hours

**Actions:**

1. Evaluate and access direct encounters for the overall recruiting process.
2. Increase enrollment and contact hours over the previous fall numbers.
3. Develop and participate in events designed to recruit students, emphasizing VC programs, services and affordability. (Including GenTX Day, Sophomore Roundup, Preview Day (Vernon Campus), TACARO High School Fairs, VC Financial Aid Nights, Career Fairs, etc.)
4. Showcase VC programs, services, and affordability to student and community groups through campus/center tours, website pictures, videos, and slideshows.
5. Develop a larger presence in area schools to help create a college going culture in the College's 12 county service area by conducting presentations about VC, college in general, and the need for continued education beyond high school.
6. Work with VC program directors and coordinators to assist in recruiting prospects for specific CTE programs.
7. Aggressively recruit special populations such as veterans, minority groups, etc. and provide community outreach.
8. Begin a new recruitment effort to reach out to key business partners and discuss alternative credit with their employees.
9. Create awareness of the new College Credit for Heroes program to promote opportunities for military and veteran students.

10. Incorporate designated staff into the recruiting processes of tours, recruiting calls, and follow-up assistance for prospects to apply for admissions and complete the steps necessary for enrollment.

**Objective #3 :** Enhance and implement an in depth communication process to prospective students to encourage enrollment

**Actions:**

1. Develop and implement a strategic communication plan for prospective students leading to application and enrollment
2. Explore other possible forms of communications such as text messaged, social media, etc.
3. Expand upon the calling project implemented in the summer of 2015
4. Establish a live chat component on the website to assist prospective students
5. Explore alternative and best practices to communicate with prospective students outside of normal business hours

**Objective #4 :** Provide seamless access to Admissions services for prospect students to assist and facilitate recruitment efforts

**Actions:**

1. Increase communication between period from application to student enrollment
2. Work with recruiting to streamline the migration process from prospect to applicant and enrollment
3. Participation in recruitment activities for both regular students and dual credit
4. Explore use of "Chaps TV" for admissions instructional videos on Apply Texas, residency questions, dual credit, and Campus Connect

**Objective #5 :** Improve student retention and success annually

**Actions:**

1. Send progress reports to notify students of their academic status at semester end
2. Refinement and additions to "Student Success thru Communication" functions to educate students about College
3. Participate in "Early Alert" initiatives of POISE module
4. Notify students of President or Dean List honors each Fall and Spring semester
5. Explore use of "Chaps TV" for student success videos on attendance, withdraw, services, academic standards, etc.

**Objective #6 :** Improve student recruitment and retention and student success annually

**Actions:**

1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding their financial aid consequences
2. Contact students who receive "Early Alert" notices regarding attendance and explain financial aid consequences
3. Campaign to notify students who are registered but not complete in Financial Aid Office
4. Campaign to encourage students who have been awarded Financial Aid but are not registered in classes

**Objective #7 :** Increase total financial aid awarded annually (as reported in KPIA) proportionally with credit enrollment increases

**Actions:**

1. Monitor and record enrollments, aid applicants, and processing time periodically throughout award year for improvement opportunities
2. Send second notice letter to all students who have not responded to their financial aid status letter
3. Research use of electronic forms to improve services for students and streamline application process

**Instructional Services**

**Objective #1:** Actively engage Instructional Services in promoting and supporting the initiatives of the Integrated Marketing/Recruiting Committee.

**Actions:**

1. Expand utilization of current and former students in organized recruiting activities including VC Preview Day and GenTx Day.
2. Support and expand recruiting activities targeting nontraditional students in gender biased programs.
3. Expand program specific recruiting to targeted populations.
4. In cooperation with Institutional Advancement, identify appropriate program specific promotional/recruiting materials.
5. In cooperation with Institutional Advancement, identify sources of funding for program specific promotional/recruiting materials.

**Objective #2:** Increase retention rate through proactive interventions.

**Actions:**

1. Support initiatives of the Title III Grant as applicable to Instructional Services.
2. Promote Proactive Assistance for Student Success (PASS) Department through
  - a) Promotion of *NetTutor* at Spring Forward presentations, New Student Orientation and Chaps Express.
  - b) Expansion of New Beginnings Program through increased promotion of services to students.
3. Utilization of enhanced tools within the new ERP/SIS to more closely monitor student progress and provide timely and effective interventions to at risk students.

**Office of the President**

**Athletics**

**Objective #1:** Continue efforts to publicize Vernon College athletic activities to draw community interest and support.

**Actions:**

1. Continue to work with the marketing department to carry out plans to increase event attendance and participation including television, radio and print marketing.
2. Continue to work with the Community Interaction Committee with endeavors to be more visible within the community.
3. Facilitate contact with local entities/organizations for fan appreciation events.

4. Align with regional and national events/causes to increase attendance at contests.

**Objective #2:** Meet Vernon College expectations for enrollment in all sports.

**Actions:**

1. Each coach will utilize an aggressive recruiting plan to seek out potential team members that will meet athletic/academic expectations of Vernon College Athletic Department.
2. Each coach will investigate potential athlete leads generated through other campus recruiting efforts.
3. Each coach will attend at least two significant recruiting events yearly.

**Objective #3:** Maintain competitive sports teams in Region V of the National Junior College Athletic Association and the Northern Texas Junior College Athletic Conference to help brand a winning tradition in all Vernon College sports.

**Actions:**

1. Implementation of more aggressive off-season programs.
2. Implementation of weight training specific to each sport.
3. Utilization of assistant coaches in specific skill areas that are strengths to maximize instruction for athletes.
4. Investigate ways to provide a third coaching resource to each team through volunteer or limited earnings positions.
5. Attempt to schedule more home games to increase community support.

## **Institutional Advancement**

**Objective #1 :** Continue to increase scholarship availability for Vernon College students

**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 AwardSpring Online Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with AwardSpring (formerly 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 ISD, Throckmorton ISD, WFISD and Windthorst ISD 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 Admissions Office to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations about the college's online application process as requested.
11. From September to December review AwardSpring 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. 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.
13. 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 scholarships 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.

**Objective #2 :** Participate in and continue to implement the recommendations of the Integrated Marketing/Recruiting Task Force Report and new recommendations developed by the Integrated Marketing/Recruiting Committee

**Actions:**

1. Ensure the implementation of the integrated marketing/recruiting recommendations made by the 2013 Task Force and approved by the administrative team by evolving the recommendations into the Vernon College Integrated Marketing/Recruiting Plan. Co-Chair the Integrated Marketing/Recruiting Committee with the Director of Admissions and Records.
2. Consistently monitor the Integrated Marketing/Recruiting Plan to ensure participation and action of responsible parties and/or departments and report to the President in January and July on completion of actions directed by the plan via the committee mid-year and end-of-year reports.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.

4. Continuously review current policies, procedures, processes, practices, timelines, and functions and make suggested additions, deletions, and changes to ensure optimum use of marketing strategies and a cohesive visual identity for Vernon College.
5. Work with the Director of College Effectiveness to annually review the State of Texas education plan goals and results for participation and success.
6. Review and make recommendations for Vernon College retention plans and results.
7. Make recommendations to the President and the Administrative Council.
8. Assist the Advancement Specialist – Recruiting and Early College Start Coordinator with marketing needs and on-site events as requested.
9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook (page 84) review and approve all marketing materials for all college programs and recruiting efforts.
10. Continue the AwardSpring Scholarship program and continue to enhance the scholarship website.
11. Develop social media policies and guidelines for Facebook and Twitter and other social media programs.
12. Create a general FAQ document by merging various FAQ documents previously published by some departments and post prominently on the College website and review annually.
13. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented; to ensure cohesiveness; develop and share best practices for the site; and recommended policies and guidelines.
14. Review existing marketing policies, processes and procedures and develop new policies, processes and procedures as needed.
15. With the Admissions Department, develop and implement a strategic plan for recruiting minority and male students.
16. Create videos and testimonials, “Why attend Vernon College,” for posting to the web site.
17. Continue participation in community-wide events such as, but not limited to: Café con Leche, Calle Ocho, Coalition for Hispanic Education; Vernon College on-site recruiting and marketing events, The Kemp Home and Garden Show, MLK Breakfast, African-American Coalition annual education banquet, Zavala annual banquet, River Bend Nature Center ElectriCritters, etc.
18. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
19. Develop, as needed and feasible, new strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

## President/Effectiveness

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

### **Actions:**

1. Review and implement recommendations of Student Success by the Numbers included as part of the President’s Institutional Priorities List
2. Monitor KPIA benchmark data
3. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing/Recruiting Committee Plan
4. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled
5. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP)

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

**Actions:**

1. Review and implement approved plan from the Integrated Marketing/Recruiting Committee
2. Review and implement recommendations of Student Success by the Numbers included as part of the President's Institutional Priorities List
3. Monitor KPIA benchmark data
4. Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees
5. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP)

## **Student Services**

### **Student Success Pathway**

**Objective #1 :** Provide Academic Coaching Services to at-risk student groups (developmental, academic probation/suspension, and early alert)

**Actions:**

1. Schedule individual academic coaching appointment with at-risk students

**Objective #2 :** Early Alert Communication to students receiving early alert notices from faculty

**Actions:**

1. Send individual emails to all students receiving early alerts during a certain timeframe to offer the academic coaching services and encourage participation.

**Objective #3:** Establish a Peer mentoring program

**Actions:**

1. Implement a student peer mentor program focused on student engagement in academic support as well as communication and collaboration between instruction and student support services.

**Objective #4 :** Conduct and evaluate the effectiveness of Chaps Express and New Student Orientation

**Actions:**

1. Conduct Chaps Express sessions on both the Vernon Campus and at Century City Center
2. Evaluating Chaps Express surveys and student interviews
3. Assist with conducting New Student Orientations on both the Vernon Campus and Century City Center
4. Evaluating NSO surveys and feedback from the SSP Task Force

**Priority Initiative #2**

**Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.**

**Admissions, Records and Financial Aid**

**Objective #1 :** Increase student retention and subsequent completion (graduate) success annually

**Actions:**

1. Assign a catalog to be used for the degree audit program and enable degree shopping for all new students each semester. (The degree audit will show the student a clear outlined path to completion of their declared degree or certificate)
2. Update the Degree Audit module each spring/summer with the degrees and certificates offered in current VC General Catalog
3. Increase awareness and use of Degree Audit as a pathway to completion by students and staff

**Objective #2 :** Maintain Admissions Office CCSSE and SENSE satisfactory rankings and improve annually

**Actions:**

1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative
2. Continuously maintain "Apply Texas" website information for changes
3. Initiate additional correspondence methods to inform students of their application status

**Objective #3 :** Maintain VC cohort student loan default rate as calculated by DOE at 15% or lower

**Actions:**

1. Provide documented entrance and exit loan counseling opportunities for an increasing number of student loan borrowers
2. Contract with a default prevention servicer to provide grace counseling and services for delinquent student loan borrowers
3. Explore outsourcing and automation of verification and "C" code selected ISIRs so additional staff resources can be utilized on default prevention and improved processing times

**Instructional Services**

**Objective #1:** Increase academic support through proactive and intrusive advising.

**Actions:**

1. Determine best practices in proactive and intrusive advising through faculty participation in the mini grant component of the Title III Grant.
2. Infuse high impact, intrusive advising practices to facilitate retention, completion, and/or successful transfer of VC students.

3. Encourage students to seek out assistance by deliberately structuring student intervention at the first indication of academic difficulty in order to motivate the student to seek assistance.

**Objective #2:** Improve success rates of students enrolled in online courses.

**Actions:**

1. Successfully transition online LMS platform from Blackboard 9.1 to Canvas.
2. Effectively utilize instructor dashboard analytics available through the new ERP/SIS to identify students who might potentially be at risk in an online environment.
3. Evaluate the feasibility of implementing prerequisite requirements for students enrolling in online courses.
4. Continue to review eSIR II results and work with faculty to assess the quality of online courses using the institutionally adopted Rubric for Online Instruction (ROI).

**Objective #3:** Continue to implement active & collaborative learning and service strategies throughout the instructional component.

**Actions:**

1. Provide appropriate professional development workshops aimed at improving instructional & service strategies as related to active and collaborative learning and student success.

**Objective #4:** Continue to monitor and evaluate success of redesigned developmental education plan.

**Actions:**

1. Continue to monitor and review processes for student placement in developmental education courses.
2. Continue to review student success in developmental education and subsequent college level courses.
3. Continue to review and monitor curriculum and modalities.

**Objective #5:** Improve student access to library information through the use of an information kiosk.

**Actions:**

1. Purchase an all-in-one computer/monitor with touch screen monitor.

**Objective #6:** Increase awareness of library services for online students and faculty by at least 5%

**Actions:**

1. Coordinate with Division Chairs in scheduling time to promote library services during division meetings.
2. Provide incentives for participation in the Faculty Survey of Library Services. Purchase two \$25.00 gift cards from Best Buy for drawings. The library processed a total of 47 surveys during the spring 2015.
3. Continue to send brief email notifications to faculty on library services.
4. Continue to promote library services during Fall Kickoff.

5. Request that print flyer be distributed during New Student Orientations to supplement the library information (web address and hours) included in the New Student Orientation Booklet.
6. Update library information included in the booklet distributed during Chap Express sessions.
7. Reevaluate arrangement of left menu links on homepage to ensure convenient access to services.
8. Coordinate with Early College Start Coordinator in distributing library brochures at high schools.

## Office of the President

### Athletics

**Objective #1:** Continue to emphasize and increase the importance of the educational endeavors of Vernon College athlete's thus increasing completion and graduation.

**Actions:**

1. Review all athletic teams' early alerts for the 16-17 academic year and reduce the number of these alerts.
2. Maintain study hall time for athletes.
3. Discuss the possibility of a peer mentoring system with sophomores and freshmen.
4. Encourage usage of the Vernon College tutoring center.
5. Academic coaching sessions with the Vernon College Student Success Coach.

**Objective #2:** Provide information in regards to time-management related skills to our student/athletes.

**Actions:**

1. Coordinate with the Learning Frameworks Instructor to provide the time-management seminar.
2. Provide the seminar at Student Athlete Orientation.

### Institutional Advancement

**Objective #1 :** Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the area of scholarship support and grantsmanship.

**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. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
6. 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.
7. 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.
8. 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.
9. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
10. Continue to serve as the Grant Manager for the college's Title III Grant.
11. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

**Objective #2:** Enhance the visibility of Vernon College and the Vernon College Foundation to educate the residents of the 12 county service area about the values of their Community College and the economic impact it makes

**Actions:**

1. Utilize the Vernon College website and social media effectively by researching and implementing innovative strategies for interaction and promotion.
2. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommended policies and guidelines.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. Through sponsorships to provide visibility for Vernon College support community events such as but not limited to Calle Ocho, MLK Breakfast, The Kemp Home and Garden Show, River Bend Nature Center Electricritters, area stock shows, Vernon Summer's Last Blast, Santa Rosa Round-up, Pro-Rodeo advertising, Wichita Falls Adult Literacy Annual Spelling Bee, Hispanic Education Summit, ad in area cultural programs, etc.

6. As funds are available, take advantage of enhanced marketing/communication opportunities to support the College's visibility.
7. Continue the annual President's Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
8. Use photographs taken at events and around college facilities to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
9. Enhance social media marketing by using Facebook ads, online advertisements, Google adwords, Twitter as well as other social media outlets.
10. Utilize target marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
11. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.
12. Contact area newspapers about a monthly Vernon College President's column and work with the President to prepare and submit the columns.
13. Continue to work with Crane West as the college's marketing firm.
14. Attend the NCMPR Regional and Annual Conferences and the TACCM Annual Conference.
15. Maintain Vernon College give-away items.

### **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 the instructional component of the College adequately meets to assess student learning outcomes
2. Monitor and ensure the Assessment Calendar is followed by all components of the College
3. Continue Student Success by the Numbers initiative
4. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP).

**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
4. Implementation of new ERP/SIS to make data more easily accessible.

**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 assessment to ensure student learning
2. From the established Assessment Calendar, monitor and ensure assessment of student support services
3. Monitor and ensure development and utilization of Institutional Effectiveness (IE) Plans.

**Objective #5:** The College will continue monitoring and implementation of approved task force recommendations (Community Involvement, Employee Friendly, Facilities, Integrated Marketing and Recruiting, Academic Advising, Student Success Class, Retention/Completion, and Vernon Campus Enrollment, ERP/SIS, Student Success Pathway)

**Actions:**

1. Revisit each task force to monitor and ensure implementation of and adequate resource allocation for approved recommendations from all task forces

### Quality Enhancement – Division of Institutional Effectiveness

**Objective #1:** Provide leadership on the Professional Development Committee to ensure opportunities, as identified through the Technology Committee, Instructional Services, and the planning process of the second Quality Enhancement Plan, are made available to faculty and staff.

**Actions:**

1. Evaluate/review the Professional Development Committee's program and make recommendations for inclusion of QEP Planning initiatives, Technology Committee identified needs, and Instructional Services (Instructional Design and Technology Coordinator, Coordinator for the Assessment of Student Learning) areas of emphasis.

**Objective #2:** Facilitate communication and identify mentors as approved from the Feasibility Review Process conducted by the Technology Committee to the Professional Development Committee. Continue to enhance the use of mentors through the "train the trainers" approach.

**Actions:**

1. Conduct feasibility reviews of new technologies by potential mentors.

2. Communicate and identify mentors to the Professional Development Committee.
3. Organize and conduct training opportunities and technical support using the “train the trainers” approach.
4. Provide and encourage the opportunity for participation in the National Institute for Staff and Organizational Development (NISOD).
5. Plan and promote participation in internal professional development opportunities through the program outlined by the Professional Development Committee.

### **Student Services**

**Objective #1:** Increase transfer, retention and completion rates by helping students better identify long term educational goals.

**Actions:**

1. Develop a pilot program that aids students in exploring college majors, job opportunities and helps encourage self-study for future plans
2. Identify students that do not have a transfer major, are undecided or undeclared through paperwork at advising or registration
3. Contact students to participate in the pilot program
4. Survey students before and after participation to assess participation and validity

**Objective #2:** Increase Testing Centers services by employing additional Testing Center staff.

**Actions:**

1. Assure that additional testing clerk remains on the Vernon College personnel plan and is hired in the 2016-2017 year.

**Objective #3:** Refocus on Providing Outstanding Customer Service to all Internal and External Consumers.

**Actions:**

1. Commence with “How Can Student Affairs Better Serve You?” visits and utilize information gleaned to produce PowerPoint presentation on targeted areas of improvement.
2. Create and execute specific improvement plans and measure customer satisfaction.
3. Institute an annual cycle of continuous quality improvements with regard to customer service.

### **Student Success Pathway**

**Objective #1 :** Encourage and facilitate high-impact, intrusive advising practices through faculty Course Schedule Advisor pilot mini-grant program

**Actions:**

1. 15 mini-grants piloted by faculty CSAs to assess feasibility, and implementation of high impact, intrusive advising practices

**Objective #2 :** Annual review/update of the Student Success Pathway document

**Actions:**

1. Review and update of pathway document

**Objective #3 :** Review/update CSA manual and provide training

**Actions:**

1. Updating manual document and materials

**Priority Initiative #3:**

**Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.**

**Instructional Services**

**Objective # 1:** Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.

**Actions:**

1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives.
2. Improve process for the selection of existing or modified LEAP Rubrics to ensure validity of assessment results.

**Objective #2:** Increase emphasis and utility of End of Semester Course Reviews (ESCR).

**Actions:**

1. Incorporate departmental responses to Core Objective Assessment Results.
2. Review and revise curriculum maps as needed.
3. Standardize curriculum map (SLO at course level to core objective) for all core courses.

**Objective #3:** Continue to refine processes for the incorporation and documentation of the six (6) THECB mandated and institutionally adopted core objectives in CTE programs.

**Actions:**

1. Review and revise curriculum maps as needed.
2. Provide opportunity for documentation on Program Review instrument.

## Office of the President

### President/Effectiveness

**Objective #1:** The College will ensure that the instructional component of the institution will continue to focus on the incorporation and documentation of the core objectives (general education outcomes).

**Actions:**

1. Monitor and ensure the incorporation of the six (6) core objectives mandated by THECB and institutionally adopted

**Objective #2:** The College will emphasize multiple measures of assessment to validate the core objectives (general education outcomes).

**Actions:**

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 core objectives (general education outcomes)

**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.**

## Instructional Services

**Objective #1:** Provide lead role in the planning/implementation of the newly selected Quality Enhancement Plan which will be focused on improving the reading and comprehension skills of students.

**Actions:**

1. Assist the QEP Planning and Implementation Committees with the assessment of students' reading and comprehension skills from both baseline and value added perspectives by providing student artifacts relative to the focus of the QEP.
2. Select and prepare pilot projects relative to instructional strategies aimed at improving the reading and comprehension skills of students.

## Office of the President

### Athletics

**Objective #1:** The Athletic Department will support each phase of the Quality Enhancement Plan process.

**Actions:**

1. To support and help in any area that is needed by the Quality Enhancement Planning Committee.

## President/Effectiveness

**Objective #1:** The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.

**Actions:**

1. Monitor QEP Development Task Force, Planning Committee and Implementation Committee actions and recommendations
2. Ensure adequate leadership support for the development of a QEP that meets the requirements of CR 2.12 and CS 3.3.2
3. Ensure adequate resource allocation decisions through budget process

## Quality Enhancement – Division of Institutional Effectiveness

**Objective #1:** Facilitate communication regarding the Quality Enhancement Plan for the institution and outside entities (such as SACSCOC).

**Actions:**

1. Present/provide information to students through mass emails, meetings with student leadership organizations, and/or TV monitors located on all campuses.
2. Present/provide information to faculty and staff through weekly emails, as part of the annual planning process, and at the Fall/Spring Semester Kickoffs.
3. Provide information to faculty and staff regarding the progress of the new reading QEP including timeline and new or updated processes via the President's Monthly Update, email, and professional development weeks/days.

**Objective #2:** Chair Quality Enhancement Plan Planning Committee

**Actions:**

1. Provide oversight for the QEP Development Task Force who will make recommendations to the QEP Planning Committee.
2. Continue planning process for a second QEP. This includes completing the QEP Logic Model (planning actions, learning outcomes, assessment tools), writing the QEP document and presenting the plan to college leadership for consideration.

**Objective #3:** Ensure Compliance with SACSCOC

**Actions:**

1. Implement a process for developing a QEP that meets the requirements of CR 2.12 & CS 3.3.2.
2. Produce QEP Annual Progress Report.

## Student Services

**Objective #1:** In accordance with SACSCOC requirements Vernon College will research and implement a new QEP.

**Actions:**

1. Provide staff to serve on the QEP committees including the QEP planning committee and QEP development task force

**Priority Initiative #5:**

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

## Administrative Services

**Objective #1 :** Send Bookstore managers to the Southwest College Bookstore Association Meeting in Fort Worth, TX

**Actions:**

1. Include sufficient funds in the annual budget to allow managers to attend the Southwest College Bookstore Association meeting.
2. Attend educational sessions and meetings.

**Objective #2 :** Attend Campus Market Expo (CAMEX) – Kim Bateman

**Actions:**

1. Include sufficient funds in the annual budget to allow director to attend Campus Market Expo.
2. Attend educational sessions and meetings.
3. Attend buying show to purchase general merchandise for the upcoming year.

**Objective #3 :** Send book store employees to Dallas Pen Show

**Actions:**

1. Include sufficient funds in the annual budget to allow employees to attend Dallas Pen Show.

**Objective #4: ERP/SIS User Group Training**

**Actions:**

1. Enroll 4 staff members in conference and make travel arrangements

## Admissions, Records and Financial Aid

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

**Actions:**

1. Attend federal and/or state conferences, and other professional development opportunities

**Instructional Services**

**Objective #1 :** Enhance faculty and staff performance through appropriate internal & external professional development activities.

**Actions:**

1. Conduct internal professional development workshops which target the following:
  - a. Specific instructional strategies relative to active & collaborative learning and student engagement.
  - b. Classroom technology including the newly adopted Canvas LMS.
  - c. Proactive and intrusive advising strategies.
  - d. Effective utilization of the newly adopted ERP/SIS.
  - e. Online course development and instructional strategies for online learners including utilization of the institutionally adopted Rubric for Online Instruction (ROI) to assess quality of online courses.
  - f. Opportunities for improvement as identified by SIR II/eSIR II results.
  - g. Refinement of course specific signature assignments to be used in the assessment of core objectives (general education outcomes).
  - h. Use of rubrics to assess core objectives (general education outcomes) as well as CTE program outcomes.
  - i. Specific instructional strategies relative to developmental learners.
  - j. Use of course-embedded assessments for the assessment of program level outcomes.
2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIL, TCCIA, NTCCC, LEAP Texas, etc.
3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.
4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training.
5. Expand on-line opportunities for participation by faculty and staff in both external and internal professional development activities/trainings.

**Office of the President****Athletics**

**Objective #1:** Ensure each Head Coach the opportunity to attend at least one professional seminar/conference specific to his/her sport each academic year.

**Actions:**

1. Allocate budgetary travel dollars to allow the capabilities to attend sport specific seminars/conferences.
2. Utilize fundraising dollars to allow professional development opportunities.
3. Encourage coaches to submit articles to professional journals.

## Enterprise Resource Planning/Student Information System

**Objective #1 :** Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions by scheduling training with the ERP provider

**Actions:**

1. Installation of the new ERP System
2. Migration of data into the new ERP System

**Objective #2 :** Provide in-house training for students, faculty, staff, and administration needed to help advisors access and use the ERP System through advising session in aid of proactive and intrusive advising

**Actions:**

1. Schedule trainings and workshops via ERP staff

## Human Resources

**Objective #1:** Continually research and develop training for faculty/staff through HR area.

**Actions:**

1. Review any required trainings for faculty/staff.
2. Research new trainings available through our current program – SafeColleges.
3. Purchase/order/develop training if needed.
4. Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.

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

**Actions:**

1. Participate in any benefits training and other online training offered to enhance knowledge of our current benefit offerings.
2. Participate in annual TACCA and TACCHRP conferences.
3. Participate in any other relevant professional development, including webinars as appropriate.

**Objective #3:** Participate in all training for the new ERP system available for the HR area to ensure enhanced knowledge and skills necessary for quality job performance.

**Actions:**

1. Participate in any and all training provided for the HR department on the new ERP system.
2. Practice skills learned through regular usage of the system.

3. Run regular reports to verify accurate data is being entered into the system.

### **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 the 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.

**Actions:**

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 COC orientation, preconference and conference (Atlanta, GA)
2. Participate in SACS COC Summer Institute (Austin, TX)
3. Participate in TAIR preconference and conference (TBD, TX)
4. ERP/SIS training/conference
5. Serve as THECB Liaison and Small College Group Representative
6. Participate as a SACS COC evaluator if selected

### **Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Ensure Compliance with SACSCOC

**Actions:**

1. Participate in SACSCOC pre-conference workshops and SACSCOC 2016 Annual Meeting.

2. Participate in the 2017 Institute on Quality Enhancement and Accreditation (Austin, TX). Include members of the QEP Planning Committee and/or faculty members as appropriate. Estimate 3 total attendees.

### **Student Services**

**Objective #1 :** Attend SACSCOC annual meetings

**Actions:**

1. Secure proper travel budgets to upcoming SACSCOC annual meetings for upcoming years

### **Student Success Pathway**

**Objective #1 :** Design and offer trainings and workshops for faculty and staff

**Actions:**

1. Conduct at least 4 trainings/workshops per year

**Objective #2 :** Faculty and staff to onsite conferences and workshops

**Actions:**

1. Attend conferences/workshops

**Objective #3 :** Outside consultants provide trainings and workshops

**Actions:**

1. Research and hire consultants with expertise in intrusive advising practices for trainings/workshops

**Priority Initiative #6:**

**Provide fiscal, physical, human and technological resources to accommodate current and future needs.**

### **Administrative Services**

**Objective #1 :** Update 2016-2017 Facilities Master Plan for all locations

**Actions:**

1. Meet with Facilities Planning committees for all locations to review prior plan and make changes for the upcoming years.
2. Present recommendations to Administrative Team
3. Update and distribute Master Plan

**Objective #2** Complete all approved projects by 08-31-17 - Vernon

**Actions:** 1. Quarterly reviews by Dean of Administrative Services and Facilities Director to make sure we're on target to complete projects

**Objective #3** Complete all approved projects by 08-31-17 – Wichita Falls

**Actions:** 1. Quarterly reviews by Dean of Administrative Services and Director of Physical Plant to make sure we're on target to complete projects

**Objective #4** Complete renovation of Century City Center parking lot

**Actions:** 1. Phase I will consist of total renovation of the west and north parking lots. This should be completed in the Summer of 2017.  
2. Phase II will consist of the total renovation of the east parking lot. Target date will be Summer, 2018.

**Objective #5** Continue to explore options for possible relocation of Skills Training Center

**Actions:** 1. Explore any and all options (purchase, lease, build) that are presented as a possibility.  
2. Explore financing options associated with acquiring new facility.

### **Admissions, Records and Financial Aid**

**Objective #1 :** Maintain and improve student satisfaction ranking for Admissions and Records Office

**Actions:**

1. Cross training personnel as needed proportionate with enrollment shifts and/or increases
2. Review allocation of personnel as needed for services at campus and centers

**Objective #2 :** Compliance with SACSCOC Comprehensive Standard 3.9 Student Affairs and Services 3.9.3

**Actions:**

1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office
2. Monitor FAFSA applicant volume and total dollars awarded for adjustments or additions to staffing for Financial Aid Office

### **Instructional Services**

**Objective #1:** Meet the student demand for courses and programs through the hiring of additional full-time and adjunct faculty.

**Actions:**

1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty.

- a. Associate Degree Nursing (institutionalize 2 ½ grant positions)
  - b. Fine Arts (Music/Art)
  - c. C.N.A. Instructor (Seymour)
  - d. Administrative Assistant – Cosmetology CCC (relieve current administrative assistant of PBX operator duties)
  - e. Police Academy/Criminal Justice
  - f. EMS (credit plus continuing education programs)
2. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).
  3. Maintain a 65%:35% full-time to part-time faculty load ratio within disciplines/programs.

**Objective #2:** Provide additional clinical support for ADN, LVN, and EMS programs in the form of a shared Clinical Coordinator position.

**Actions:**

1. Review current roles and responsibilities of program administrators and faculty to determine if additional support is warranted and cost effective.

**Objective # 3:** Provide additional classroom/lab space at CCC for current and future needs.

**Actions:**

1. Review need, feasibility, and costs associated with the potential remodeling existing theater space at CCC for large multi-purpose classroom.
2. Review need, feasibility, and costs associated with the potential remodeling of CCC718 for classroom utilization.
3. Review the feasibility and costs associated with movement of CIS program from STC to CCC.
4. Review adequacy of current open computer labs to meet student needs

**Objective #4 :** Increase hourly rate of pay from \$9.00 to \$9.50 per hour for part time library employees.

**Actions:**

1. Request budgetary support to fund the hourly rate increase.

## Office of the President

### Athletics

**Objective #1:** Provision of needed security coverage at all home athletic events.

**Actions:**

1. Submit contest schedules to our Campus Security Department
2. Maintain a security presence at all home contests.

## Enterprise Resource Planning/Student Information System

**Objective #1 :** Provide students, faculty, staff, and administration with the information they need to make data informed decision

**Actions:**

1. Installation of the new ERP System
2. Migration of data completed and tested

## Human Resources

**Objective # 1:** Post, advertise and recruit appropriate qualified faculty/staff for vacant positions for the college.

**Actions:**

1. Provide position requests to administration as positions become vacant.
2. Acquire appropriate approval signatures on the position requests when received.
3. Post positions online and advertise as needed.
4. Screen applications for required qualifications.
5. Once the search committee has made their interview choices, set up and make arrangements for interviews; facilitate interviews.
6. Complete paperwork and get President's approval for chosen candidate.
7. Notify all candidates of decision.
8. Notify the Board of Trustees of selection.
9. New Employee paperwork/orientation.

**Objective # 2:** Develop an efficient online Onboarding for new employees.

**Actions:**

1. Recruit Onboarding task force members from a broad selection of areas within Vernon College.
2. Brainstorm and develop, through the task force, a thorough and efficient onboarding program for new employees.
3. Implement the onboarding program.

**Objective #3 :** Send out annual HR Survey

**Actions:**

1. Email annual HR survey to employees to receive feedback on current services and any additional needs.
2. Assess feedback for modifications needed to Human Resource services.
3. Provide response to employees of any new implementations or changes to current services.

## Institutional Advancement

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

**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 gifts, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal, private funder, and state grant programs to determine viability for Vernon College support. Send 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 prepare and submit proposals to public and private funding agencies.
5. 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.
6. 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.
7. 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.
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. Participate in the TACCF Annual Conference.
10. 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.
11. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole is being utilized.
12. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
13. 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.
14. Work with the President, the Dean and Associate Dean of Instructional Services to encourage faculty and staff participation in grant writing on behalf of their programs and/or professional development opportunities.

15. Continue to build support for the Vernon College Foundation Annual Auction.
16. Attend relevant training programs in grantsmanship including grant writing, management, budgeting and evaluation methods.
17. Continue to serve as the Grant Manager for the college's Title III Grant.
18. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

### President/Effectiveness

**Objective #1:** The College will emphasize assessment activities and planning information from all components of the College to identify fiscal, physical, human and technological resources to accommodate current and future needs.

**Actions:**

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 provide appropriate technological resources to monitor compliance of standards and submission of SACSCOC Compliance Certification Report.

**Actions:**

1. Maintain Compliance Assist software license

**Objective #5:** The College will continue to initiate processes for review of technology feasibility reports.

**Actions:**

1. Will initiate a review process and review technology projects/feasibility reports from Technology Committee on an annual basis

**Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Integrate and maintain innovative technologies, including hardware and software, as piloted through the Feasibility Review of the Technology Committee.

**Actions:**

1. Implement the Technology Request Process as determined and approved by the Technology Committee.
2. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.
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.
4. Provide training opportunities and technical support through the pilot mentor program (train the trainer) and the online VC Innovation Center in Blackboard.
5. Administer satisfaction survey during the academic year.

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

**Actions:**

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

**Student Services**

**Objective #1:** Provide all Vernon College employees with current emergency procedures guidelines.

**Actions:**

1. Review the current Vernon College Emergency Procedures flip chart for accuracy and consolidation
2. Create a revised document and publish it
3. Provide revised printed document to all VC employees along with electronic training and distribute printed materials where appropriate

**Objective #2:** Provide secure bike storage for Vernon College students living on campus in the residence halls.

**Actions:**

1. Secure funding and purchase bike racks for students.
2. Work with Vernon College maintenance for installation of bike racks.

**Student Success Pathway**

**Objective # :** Hire 2<sup>nd</sup> Student Success Specialist

**Actions:**

1. Post job opening, conduct interviews and hire Student Success Specialist

**Priority Initiative #7:**

**Enhance the technological infrastructure of the institution.**

**Administrative Services**

**Objective #1:** Embrace our new ERP/SIS system and look for new and innovative ways to improve all financial processes.

**Actions:**

1. Attend all available training sessions offered by the vendor.
2. Look for user group training sessions and send appropriate personnel to attend.
3. Contact other schools that are using the system and possibly make site visits to learn best practices.

**Admissions, Records and Financial Aid**

**Objective #1 :** Maintain and enhance technology infrastructure of the Admissions and Records Office

**Actions:**

1. Monitor IT “Replacement List” for desktop computers for Admissions and Records staff of 12
2. Purchase 2 replacement printers for Admissions and records staff of 12
3. Monitor age of Scanners for replacement due to usage

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

**Actions:**

1. Monitor IT “Replacement List” for desktop computers for Financial Aid staff of 10
2. Purchase 2 replacement printers for Financial Aid staff of 10

3. Monitor age of Scanners for replacement due to usage
4. Monitor Department of Education technology requirements for electronic processing

### Instructional Services

**Objective # 1:** Improve effectiveness and reliability of ITV classrooms.

**Actions:**

1. Continue to investigate alternative equipment and/or technologies to Tandberg ITV systems including
  - a) CISCO systems
  - b) SKYPE for Business (currently available in Microsoft Office 365)
  - c) Canvas Big Blue Button

**Objective #2:** Implement the newly adopted ERP/SIS throughout Instructional Services.

**Actions:**

1. Ensure data migrated from the current POISE system to the new ERP/SIS is sufficient for Instructional Services purposes.
2. Actively participate in professional development activities relative to utilization of the new ERP/SIS.
3. Convert current Instructional Services processes and practices to the new ERP/SIS including but not limited to:
  - a. Class schedule development
  - b. Room assignment
  - c. Course Schedule Advising
  - d. Class roster certification
  - e. Record of student attendance
  - f. Early Alerts
  - g. Grade submission

**Objective #3 :** Fully implement Canvas LMS platform for online course delivery

**Actions:**

1. Ensure online instructors self-evaluate online courses using the institutionally adopted Rubric for Online Instruction (ROI) prior to migrating course content to Canvas LMS
2. Migrate course content from Blackboard 9.1 to Canvas LMS.
3. Provide professional development activities to faculty relative to utilization of Canvas LMS.

## Office of the President

### Athletics

**Objective #1:** Integrate current and readily available technology assets for: 1) improvement of fan experience and increasing athletic program visibility; and 2) increasing the opportunities for academic success among currently enrolled student athletes.

**Actions:**

1. Provide internet connectivity at the baseball and softball game facilities and the competition gym.
2. Allow option of in game, real-time scoring of softball and baseball games with the use of table based (iPad) digital scorebook systems (Game Changer digital scorebook for softball and baseball).
3. Provide the option of video recording of games (softball, baseball, and volleyball) and practices (softball, volleyball) for archiving, scouting, and the promotion of our student athletes to four year colleges/intuitions to continue their playing careers.
4. Utilize campus technology resources for the purposes of live stream broadcasting of games for improvement of fan accessibility and promotion of the Vernon College Athletics brand (bringing traffic to the Vernon College web site).
5. Utilize campus computer labs/classrooms to provide all team members online access during study hall sessions (softball, baseball, rodeo, and volleyball).
6. Provide student athletes with personal USB hard drives for use in the creation and storage of academic assignments (softball).
7. Purchase of two Verizon Jetpack wireless internet routers for use on bus trips (softball, baseball and volleyball) and maintenance of a 30GB per/month subscription.

### Information Technology

**Objective #1:** Adhere to Best Practices IT Replenishment Strategy

**Actions:**

1. Purchase 90 Faculty PCs, 100 Lab use PCs
2. Roll out 10 faculty and staff PCs per month and replace 1 lab per Holiday break.

**Objective #2:** Explore opportunities to better current ITV solutions/experience

**Actions:**

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

**Objective #3:** Skype for Business Enterprise Voice – Cloud Hosted / Highly Available

**Actions:**

1. Research and evaluate the benefits of a unified communication system

2. Form action committee and access need

**Objective #4: Explore Business Continuity for VC Critical Applications/Servers****Actions:**

1. Engage respective vendors and explore options for high availability and business continuity during a disaster

**Objective #5: Leveraging Office365 for Students****Actions:**

1. Form committee to evaluate ways the Office365 suite for students can be used to more effectively collaborate and educate.

**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.

**Actions:**

1. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.
2. 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.
3. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
4. 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.
5. 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.
6. 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.

7. Assist students with the completion of their AwardSpring applications.
8. 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.
9. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.
10. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.

## **President/Effectiveness**

**Objective #1:** The College will utilize assessment data and planning information from all components of the institution to develop an Annual Technology Action Plan.

**Actions:**

1. Monitor and ensure that Assessment and Planning calendars are followed
2. Ensure production of Annual Technology Action Plan
3. Review IT Management Annual Report

**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. The plan will include infrastructure needs as well as a well-defined PC replenishment plan.

**Actions:**

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
3. Continue utilization of third party IT vendor to ensure successful IT infrastructure and operations
4. Review IT Management Annual Report
5. Implementation of new ERP/SS including all infrastructure requirements

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

**Actions:**

1. Maintain hardware and software inventory, and anticipated replacement rotation list
2. Monitor and ensure budget development for efficient purchasing

## Quality Enhancement – Division of Institutional Effectiveness

**Objective #1:** Ensure the viability of educational technologies through the Quality Enhancement Resource Inventory (QERI).

**Actions:**

1. Chair Technology Committee.
2. Review and update the charge of the Technology Committee as needed.
3. Implement a Technology Request Process to ensure communication across departments, appropriate timeline for project completion, and availability of training and support.
4. Provide training and support to end users through appropriate resources.
5. Provide technical and operational support at Board of Trustees meetings.

## Student Services

**Objective # 1 :** Provide Student Services support to the selection and implementation of the new ERP SIS system at Vernon College.

**Actions:**

1. Show support for change by 100% attendance at all ERP SIS task force meetings.
2. Participate in vendor meetings and demonstrations for the new ERP SIS.
3. Fully participate in migration and implementation of the new ERP SIS by assuring that Student Services staff have 100% attendance at all trainings.

**Priority Initiative #8:**

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

## Office of the President

### Athletics

**Objective #1:** Discuss fundraising possibilities for each sport in an attempt to increase external funding from multiple sources.

**Actions:**

1. Identify and access new fundraising partners/resources.
2. Investigate development of alumni booster groups for each sport.
3. Coaches will develop individualized fundraising plans.

## Institutional Advancement

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

**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 gifts, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal, private funder, and state grant programs to determine viability for Vernon College support. Send 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 prepare and submit proposals to public and private funding agencies.
5. 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.
6. 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.
7. 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.
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. Participate in the TACCF Annual Conference.
10. 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.
11. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole is being utilized.
12. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
13. 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.
14. Work with the President, the Dean and Associate Dean of Instructional Services to encourage faculty and staff participation in grant writing on behalf of their programs and/or professional development opportunities.

15. Continue to build support for the Vernon College Foundation Annual Auction.
16. Attend relevant training programs in grantsmanship including grant writing, management, budgeting and evaluation methods.
17. Continue to serve as the Grant Manager for the college's Title III Grant.
18. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

**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.

**Actions:**

1. Create a culture of ownership among alumni/ex-students in support of Vernon College.
2. Research old student files in the college database, microfilm, other archival and public records to add the relevant information to the Raiser's Edge (RE) database using Prospect Research best practice methodologies.
3. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.
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.
5. Using segmentation through the RE database, develop and implement affinity group alumni annual events such as the program specific and athletic team events.
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.
7. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
8. Continue an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Mail Chimp.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations and proposed Alumni Relations Specialist to attend alumni training programs.
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.
11. Non-computerized Alumni records researched and information added to the Raiser's Edge (RE) database.

12. Research and create events to involve alumni in the college.

**Objective #3:** Enhance the visibility of Vernon College and the Vernon College Foundation to educate the residents of the 12 county service area about the values of their community college and the economic impact it makes

**Actions:**

1. Utilize the Vernon College website and social media effectively by researching and implementing innovative strategies for interaction and promotion.
2. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommended policies and guidelines.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. Through sponsorships provide visibility for Vernon College support community events such as but not limited to Calle Ocho, MLK Breakfast, The Kemp Home and Garden Show, River Bend Nature Center Electricritters, area stock shows, Vernon Summer's Last Blast, Santa Rosa Round-up, Pro-Rodeo advertising, Wichita Falls Adult Literacy Annual Spelling Bee, Hispanic Education Summit, ad in area cultural programs, etc.
6. As funds are available, take advantage of enhanced marketing/communication opportunities to support the College's visibility.
7. Continue the annual President's Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
8. Use photographs taken at events and around college facilities to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
9. Enhance social media marketing by using Facebook ads, online advertisements, Google adwords, Twitter as well as other social media outlets.
10. Utilize target marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
11. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.
12. Contact area newspapers about a monthly Vernon College President's column and work with the President to prepare and submit the columns.
13. Continue to work with Crane West as the college's marketing firm.
14. Attend the NCMPR Regional and Annual Conferences and the TACCM Annual Conference.
15. Maintain Vernon College give-away items.

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

**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 AwardSpring online scholarship application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with AwardSpring 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 ISD, Throckmorton ISD, WFISD and Windthorst ISD 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 Admissions Office to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations about the college's on-line application process as requested.
11. From September to December review AwardSpring 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. 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.
13. 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 scholarships 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.

### **President/Effectiveness**

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

**Actions:**

1. Direct review of fund raising activities

**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. Ensure appropriate software updates
2. Review external fund raising processes

**Priority Initiative #9:**

**Ensure institutional accountability through effective strategic planning and assessment processes.**

### **Admissions, Records and Financial Aid**

**Objective #1 :** Use SENSE and CCSSE data to increase survey driven scores for Admissions and Records Office

**Actions:**

1. Review CCSSE and SENSE data to identify high performing schools in Admissions. Review high performing schools processes, policies, procedures, practices, and programs
2. Continued review and improvement to the registration process
3. Review CCSSE and SENSE data to identify high performing schools in Records and Registration areas. Review high performing schools processes, policies, procedures, practices, and programs
4. Analyze outsourcing of transcript request and processing services (Credentials Solutions) for service improvement and accessibility
5. Implement use of “Live Forms” software for use in Admissions and records Office for service improvement

**Objective #2 :** Compliance with SACSCOC Comprehensive Standard 3.4 All Educational Programs 3.4.3

**Actions:**

1. Review Admissions Policies annually with VC Admissions Committee for consistency with the College mission

**Objective #3 :** Compliance with SACSCOC Comprehensive Standard 3.9 Student Affairs and Services 3.9.2

**Actions:**

1. Monitor student record access allowed through the College's software system and compliance with FERPA

**Objective #4 :** Use SENSE and CCSSE data to increase survey driven scores for Financial Aid

**Actions:**

1. Review CCSSE and SENSE data to identify high performing schools in Financial Aid areas. Review those high performing schools processes, policies, procedures, practices, and programs

**Objective #5 :** Compliance with SACSCOC Section 4: Federal Requirements 4.7

**Actions:**

1. Attend annual DOE conference and other professional development opportunities

### Instructional Services

**Objective # 1:** Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.

**Actions:**

1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives.
2. Improve process for the selection of existing or modified LEAP Rubrics to ensure validity of assessment results.

**Objective #2 :** Continue to enhance Program & Discipline Evaluation instruments and Institutional Effectiveness plans

**Actions:**

1. Review Program & Discipline Evaluation instruments and Institutional Effectiveness plans and revise as needed.

**Objective #3:** Continue to review and revise CTE program level outcomes and assess the extent to which these outcomes are achieved.

**Actions:**

1. Continue to refine assessment and documentation efforts.
2. Report assessment results on an annual basis to Advisory Committees.

## Office of the President

### Athletics

**Objective #1:** Obtain athlete feedback in regards to coaching staff.

**Actions:**

1. Create an anonymous survey relating strictly to the coaching staff.
2. Each team member will complete the survey.
3. Review of survey with each coach by Athletic Director.

### Enterprise Resource Planning/Student Information System

**Objective #1 :** Assess the impact of ERP functions and stakeholder satisfaction

**Actions:**

1. Administer formative and interim surveys, personal interviews, and focus groups

### Human Resources

**Objective #1 :** Review/update policies in Employee Handbook.

**Actions:**

1. Employee Handbook Committee will review for policies that need to be updated or amended on an annual basis through committee meetings and follow up.
2. Policies will be researched.
3. Update/amend policies.
4. Seek appropriate approvals.
5. Employee Handbook updated online.
6. Employee Notifications sent out via email.

### Institutional Advancement

**Objective #1 :** Review and update as necessary communications, marketing and Institutional Advancement policies and procedures.

**Actions:**

1. Conduct an annual review of recruiting, communications, marketing and Institutional Advancement policies and procedures.
2. Update any policies to reflect rules changes issued by accrediting agency and/or other governing rules and regulations.

3. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.

## **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.

**Actions:**

1. To annually review mission documents in meetings

**Objective #2:** The College will update and adhere to KPIA benchmarks, an assessment activity calendar, planning calendar and budget cycle to ensure institutional accountability

**Actions:**

1. Monitor, update and ensure the adherence to assessment, planning and budgeting cycle calendars
2. Review and update KPIA data and benchmarks

**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. Distribute institutional accountability report
2. Distribute President's Annual Report
3. Conduct review and update of the strategic planning process and document
4. Update software technology to facilitate college wide planning, program review and assessment

**Objective #5:** The College will complete an institutional self-study to ensure ongoing SACSCOC compliance in preparation for the SACSCOC Compliance Certification (10 year report).

**Actions:**

1. Review SACSCOC compliance criteria and update policies, practices, processes and procedures as necessary
2. Utilize software technology to increase efficiency of completion and submission of SACSCOC reports

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

**Actions:**

1. Review and update standing committee membership, purpose and responsibilities

**Objective #7:** The College will register for membership of the American Association of Community College Volunteer Framework of Accountability (VFA).

**Actions:**

1. Participate in data entry for the VFA
2. Participate in VFA related conference and webinars

### Quality Enhancement – Division of Institutional Effectiveness

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

**Actions:**

1. Administer the Community College Survey of Student Engagement (CCSSE). Analyze the CCSSE data and information to prepare and present results and findings.
2. Distribute the results and findings from the Survey of Entering Student Engagement (SENSE), CCSSE (Community College Survey of Student Engagement), and CCFSSSE (Community College Faculty Survey of Student Engagement) to faculty and staff through email, professional development meetings, and Blackboard.
3. Distribute the results and findings from the SENSE, CCSSE, and CCFSSSE to students through email, student organization or focus group meetings, and campus TV monitors.
4. Distribute the results and findings from other assessments; such as QERI Survey, Technology Committee Feasibility Reviews, and Professional Development; as needed.

## Student Services

### Student Success Pathway

<b>Objective #1 :</b> To ensure Title III assessment plan is implemented and followed and planned in the grant narrative
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<b>Actions:</b>
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|---|
| <ol style="list-style-type: none"><li>1. Discuss/follow plans as outlined in the grant narrative</li><li>2. Review in team meetings and report progress to SSP Task Force and Title III Oversight Committee</li></ol> |
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