



**2017-2018
Annual Action Plan
Summary**

**Regular Board Meeting
Wednesday, April 12, 2017**

2017-2018

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
- Other programs as may be prescribed by the Texas Higher Education Coordinating Board, such as *60x30TX*, or local governing boards in the best interest of postsecondary education in Texas.

Approved by College Effectiveness Committee on September 28, 2016

Officially approved and adopted by the Board of Trustees on October 19, 2016

Mission as adapted from 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 campus and learning centers

#8

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

#9

- Heighten security efforts on college campus and learning centers

#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 28, 2016.

Officially approved and adopted by the Board of Trustees on October 19, 2016

Vernon College

Primary Goals for 2017-2021

- 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 1, 2016

Officially approved and adopted by the Board of Trustees on November 16, 2016

Vernon College

Priority Initiatives for 2017-2018

- #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 which identifies key issues emerging from institutional assessment and focuses 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 1, 2016

Officially approved and adopted by the Board of Trustees on November 16, 2016

**Vernon College Annual Action Plan 2017-2018
by Priority Initiative**

Priority Initiative #1:

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

Admissions, Records and Financial Aid

Admissions and Records

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

Actions:

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

Objective #2: Improve student retention and success annually

Actions:

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

Admissions - Recruiting

Objective #1: Enhance recruiting efforts to increase enrollment and contact hours

Actions:

1. Evaluate and access direct encounters for the overall recruiting process.
2. Develop and participate in events designed to recruit students, emphasizing VC programs, services and affordability (Including Springfest Day (CCC), Sophomore Roundup, Preview Day (Vernon Campus), TACARO High School Fairs, VC Financial Aid Nights, Career Fairs, etc.).
3. Showcase VC programs, services, and affordability to student and community groups through campus/center tours, website pictures, videos, and slideshows.
4. 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.
5. Work with VC program directors and coordinators to assist in recruiting prospects for specific CTE programs.
6. Aggressively recruit special populations such as veterans, minority groups, etc. and provide community outreach.
7. Create awareness of the opportunities for military and veteran students.

8. Develop and implement an applied but not enrolled contact list.
9. 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 #2: Enhance Recruiting presence and marketing to prospective students through wrapped recruiting vehicle

Actions:

1. Purchase economical car for primary use as a recruiting vehicle
2. Wrap car with VC logos and Chaparral mascot in school colors

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 alternative and best practices to communicate with prospective students outside of normal business hours

Financial Aid

Objective #1 : Improve student recruitment, retention, and student success annually

Actions:

1. Counsel 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
5. Participate in “Financial Aid Awareness” activities

Objective #2 : Increase total financial aid awarded annually (as reported in KPIA) proportionally with credit enrollment increases

Actions:

1. Monitor 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 the development, promotion, and implementation and/or support of recruiting initiatives identified/targeted by the Integrated Marketing/Recruiting Committee.

Actions:

1. Assist in transitioning oversight of applicable recruiting activities, including Sophomore Roundup, from Instructional Services to the Office of Recruiting within the Admissions & Records component of the institution.
2. Continue to support and expand recruiting activities targeting nontraditional students in gender biased programs.
3. Continue to expand program specific recruiting to targeted populations.

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

1. Continue to support the Student Success Pathway initiatives of the Title III Grant as applicable to Instructional Services.
2. Assist in the customization, training, and implementation of the Early Alert/Advising modules within the new ERP/SIS (U4SM).
3. Through appropriate professional development and institutional policies/processes/practices, ensure faculty utilization of enhanced tools within the new ERP/SIS to more closely monitor student progress and provide timely and effective interventions to at risk students.
4. With the ERP/SIS Manager, develop appropriate dashboards and customized reports to provide relevant data and enable faculty and staff to more effectively identify and respond to barriers to student success.

Office of the President**Athletics****Objective #1:** Utilize Coordinator of Marketing and Community Relations to draw community interest and support for Vernon College Athletics.**Actions:**

1. Continue to work with the marketing department to carry out marketing 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 with 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 home contests.
5. Scheduling changes: Attempt to schedule more games closer to the Vernon area for increased community fan support.

Objective #2: Implementation of individualized recruiting plans for each sport to achieve enrollment expectations.**Actions:**

1. Continue to meet team enrollment expectations with an aggressive recruiting plan by the head coach seeking out potential team members who understand the need for athletic abilities, academic commitment, and strong personal character.

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. Practice times and plans: Coaches notify week by week practice schedules/times to the Athletic Trainer/Assistant Athletic Director by utilizing Canvas by Fall 2017 for PHED1108/1109 to facilitate better communication between coaches, student/athletes and staff.

Enterprise Resource Planning/Student Information System**Objective #1:** Formalize workflow processes for Unit 4 Solutions Management (U4SM) for recruitment**Actions:**

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

Objective #2 : Formalize workflow processes for Unit 4 Solutions Management (U4SM) for retention**Actions:**

1. Analyze the completed departmental workflows as uploaded into Canvas
2. Apply the results of the completed departmental workflows into the new ERP/SIS system.

Institutional Advancement**Objective #1:** Increase Scholarship Availability for Vernon College Students**Actions:**

1. Identify opportunities for additional funding for new and existing College and Foundation scholarships from the public and private sector.
2. Continue to use AcademicWorks on-line scholarship application which is a more robust and mature software. Incorporate the best practice that scholarship applicants are first admitted to the College which will facilitate the AcademicWorks Application process.
3. Publicize, with the assistance of the Coordinator of Marketing and Community Relations, the availability of Vernon College/Vernon College Foundation Scholarships using the website homepage and College media, including social media, outlets.
4. 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.
5. With the Early College Start Coordinator manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Crowell ISD, Iowa Park CISD, Electra ISD, Throckmorton ISD, WFISD and Windthorst ISD College Connections Scholarship Programs.
6. 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.
7. Work with the Early College Start Coordinator and the Admissions Office to distribute information about the Vernon College/Vernon College Foundation Scholarship Program to area high school counselors.
8. Make presentations about the college's online application process as requested.

9. Work with the donors of building scholarships to achieve funding resolution.
10. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.
11. Develop and present a transfer policy for approval to the Vernon College Board of Trustees to move “orphan” scholarship funds in the College endowment into the Foundation endowment in order to increase the funds’ interest earnings.

Marketing and Community Relations

Objective #1: Create awareness of Vernon College and the educational opportunities offered to recruit more students

Actions:

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

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 Recruiting Coordinator 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. Develop social media policies and guidelines for Facebook and Twitter and other social media programs.
11. 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.
12. 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.
13. Review existing marketing policies, processes and procedures, and develop new policies, processes and procedures as needed.
14. With the Admissions Department, develop and implement a strategic plan for recruiting minority and male students.
15. Create videos and testimonials, "Why attend Vernon College," for posting to the web site.
16. 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.
17. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
18. 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. Monitor KPIA benchmark data
2. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing/Recruiting Committee Plan
3. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled
4. 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 continue to implement approved plan from the Integrated Marketing/Recruiting Committee
2. Monitor KPIA benchmark data
3. Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees

4. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP)

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

Student Services

Dean of Student Services/Associate Dean of Student Services

Objective #1: Provide easily accessible information to potential students about Student Services.

Actions:

1. Develop a comprehensive list of topics, for example: TSI, Student Housing, Testing Centers, Career Coach.
2. Create short videos for the aforementioned topics.
3. Link videos to the Student Services portion of the VC website.
4. Track video “hits” and watches.

Student Success Pathway

Objective #1: Provide Academic Coaching Services to at-risk student groups – i.e. developmental students, academic probation, academic suspension, and students receiving early alerts

Actions:

1. Create a written process outlining the steps followed during an Academic Coaching session that can be individualized per student. The process will include specific proactive and intrusive advising strategies as well as support services available for recommendation.
2. Schedule Academic Coaching sessions with at-risk students; meet with at-risk students face-to-face or online.
3. Conduct direct and indirect assessments to track total number of academic coaching sessions and participants, participant retention and persistence rates, session effectiveness and student impact, GPA, full-time status, credits completed, progress towards degree, recommended support services utilized.
4. Continue the implementation of the STEPS program (Striving To End Probation Status).
5. Conduct a survey of STEPS participants to determine effectiveness and student impact

Objective #2: Continue to provide leadership and training for the Vernon College Title III Student Peer Mentor Program.

Actions:

1. Oversee the Student Peer Mentor Program as established in previous semesters.
2. Organize and conduct training opportunities for peer mentors; collaborative efforts between Instructional Services and Student Services personnel.
3. Record efforts to recruit mentees and advertise the peer mentor program
4. Interview mentors and mentees to establish efficacy of the program and best practices

Student Success Pathway/Counseling

Objective #1: Ensure effective New Student Orientations and Chap Express through Active and Collaborative Learning.

Actions:

1. Schedule and conduct Chap Express Sessions at the Century City location and the Vernon campus appropriate to meet the needs of targeted at-risk students; explore the option of offering sessions online.
2. Evaluate Chap Express content and delivery to ensure active and collaborative learning strategies are used and effective in achieving Title III strategies and objectives.
3. Schedule and conduct follow-up Chap Connection sessions to connect students to peer mentors, encourage collaboration with students, faculty, and staff, and refer students to support services to assist them in achieving their educational goals.
4. Continue to research and find alternative approaches to increase outreach and attendance in Chap Express and Chap Connection follow-up sessions.
5. Assist Counselors in reviewing New Student Orientation content and delivery methods to ensure Title III strategies and objectives are achieved.
6. Conduct direct and indirect assessments to track total number of Chap Express and Chap Connection sessions and participants, participant retention and persistence rates, session effectiveness and student impact, GPA, full-time status, credits completed, progress towards degree, recommended support services utilized.

Priority Initiative #2

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

Admissions, Records and Financial Aid

Admissions and Records

Objective #1: 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
4. Monitor and ensure training for students/faculty/staff for degree audit processes.

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

Actions:

1. Review CCSSE and SENSE results as related to Admissions and Records
2. Develop action plan and training as need to improve satisfaction rankings
3. Initiate additional correspondence methods to inform students of their application status

Financial Aid**Objective #1 :** 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

Instructional Services**Objective #1:** Increase academic support through proactive and intrusive advising practices.**Actions:**

1. Expand best practices in proactive and intrusive advising through faculty-led professional development workshops & training which showcase successful interventions/classroom activities identified from previous faculty participation in the Title III Student Success Pathways mini-grants.
2. Continue to advocate for the infusion of high impact, intrusive advising practices to facilitate retention, completion, and/or successful transfer of VC students.
3. Continue to structure student interventions at the first indication of academic difficulty in order to motivate students to seek early assistance.

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

1. Effectively utilize instructor dashboard analytics available through the new ERP/SIS (U4SM) to identify students who might potentially be at risk in an online environment and provide appropriate advising/interventions to identified students.
2. Continue to review eSIR II results and work with faculty to assess the quality of online courses using the institutionally adopted Rubric for Online Instruction (ROI).

Objective #3: 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 with the aid of enhanced analytics available through the new ERP/SIS (U4SM).
3. Continue to review and monitor curriculum and modalities.

Library Services

Objective #4: Increase student awareness of library resources and services through effective marketing strategies and ensure processes are in place to provide all students access to equitable library services and resources irrespective of the geographic location of the students or mode of instructional delivery and that students are informed of these processes.

Actions:

1. Prepare informational materials for classroom distribution at service area high schools. Ensure instructors teaching dual credit and concurrent enrollment courses at service area high schools receive packets for classroom distribution at the start of classes.
2. Use PowerPoint to develop and post library orientations tailored specifically for online, dual credit, and on-site students at SAFB and STC. Invite instructors to post links to the presentations within their Canvas course shells. While an information flyer emailed to all students remains the primary means for notifying students of library services and programs, the customized orientations will help supplement the flyer with information geared specifically for each instructional location and online environment. For example, the STC orientation will include information on how to request library assistance via the dedicated phone and computer in the library.
3. Survey SAFB students as well as dual credit and concurrent enrollment students at service area high schools to determine user satisfaction with and awareness of library services.
4. Explore possibility of developing a website walkthrough to assist students in locating library resources and services via the homepage. Explore the costs and features of various software packages.
5. As recommended by a Student Forum representative in attendance at the library committee meeting, request student assistance in distributing library brochures during on-site registration at CCC.
6. Explore the various costs and features of a new kiosk software for installation on the all-in-one computer. The kiosk to help promote services at information tables and other venues.

Instructional Services – Quality Enhancement

Objective #1: Provide leadership and organization for the planning, implementation and assessment of the Quality Enhancement Plan (QEP) and college wide professional development designed to improve the quality of educational and student support services as related to student learning, retention, completion or transfer.

Actions:

1. Provide leadership to ensure the inquiry based learning QEP maintains focus on the quality of educational and student support services
2. Provide leadership to ensure Vernon College professional development activities focus on the quality of educational and student support services

Office of the President

Athletics

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

Actions:

1. Review all athletic teams' early alert rates for the 16-17 academic year and set a reduction goal (number of early alerts expected per team per season)
2. Emphasize the importance of the student role in the term 'student-athlete' by increasing study hall time, development of a peer mentoring system with sophomores and freshman, increased use of the Vernon College tutoring center, academic coaching sessions with the Vernon Student Success Coach.

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

Actions:

1. Continue to provide a mandatory date of all athletes to attend a seminar on time-management skills.
2. Continue to require all NJCAA athletes to attend weekly study sessions.

Enterprise Resource Planning/Student Information System

Objective #1: To provide the support needed to improve student learning

Actions:

1. Determine the needs of the college divisions and student services in order to construct an early alert system in U4SM
2. Develop and test the early alert system in U4SM

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. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the 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. Raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.
3. Research on-line giving through the College website for implementation once U4SM is in place.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the 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.
5. Work with the President, the Dean of Instructional Services, and the Associate Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Continue to serve as the Grant Manager for the college's Title III Grant and the new USDA Grant.

Marketing and Community Relations

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

Actions:

1. Work with the Director of Institutional Advancement to promote the implementation of online giving through the Vernon College website.
2. Market scholarship creation opportunities to community members and business.

Objective #2: Enhance the visibility of Vernon College 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. Enhanced marketing/communication opportunities 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.
5. Annual President's Report made available to all constituencies as well as all media outlets in the 12 county service area and other selected areas.

6. 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.
7. Enhance social media marketing by using Facebook ads, online advertisements, Google adwords, Twitter as well as other social media outlets.
8. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.
9. Contact area newspapers about a monthly Vernon College President's column and work with the President to prepare and submit the columns.
10. Continue to work with Crane West as the college's marketing firm.

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/Report Calendar is followed by all components of the College
3. 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/Report 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/Report 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
2. From the established Assessment/Report 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, Vernon Campus Enrollment, ERP/SIS, Student Success Pathway and Campus Carry)

Actions:

1. Revisit recommendations from each task force

Student Services

Counseling

Objective #1: Help students identify and set reasonable and appropriate educational goals.

Actions:

1. Research other junior college and high school career counseling and educational guidance programs to identify best practices and successful initiatives.
2. Survey VC students to determine their current knowledge of career counseling, their educational goals, and interest in various initiatives
3. Work with ERP/SIS staff to design ways to identify and extract information about “undecided” or “undeclared” students in the new student database system.
4. Develop a pilot program for intervention with students who self-report as “undecided” or “undeclared”.

Student Activities

Objective #1: Renew student participation in Student Activities.

Actions:

1. Survey Vernon College students, at all locations regarding their needs, desires, and interests with regard to Student Activities.
2. Explore other junior colleges and technical schools’ student activities to identify best practices.
3. Present a Student Activities plan to the Associate Dean of Student Services, as well as the Dean of Student Services for approval.

Housing

Objective #1: Engage students in the leadership of VC Housing, and develop student-directed changes in policies, practices, and/or procedures to better accommodate those residing on campus.

Actions:

1. Create and maintain an efficient and effective Student Housing Board, which will be coordinated by the Director of Housing.
2. Help students select representatives from a cross-sectional representation of the two dormitories (a representative from each athletic team: baseball, softball, volleyball, and rodeo, as well as two representatives from traditional students - one freshmen and one upper classman).
3. Conduct and make record of six meetings throughout the 16-week semester.

Student Success Pathway**Objective #1:** Encourage and facilitate high impact, intrusive advising practices through faculty pilot mini grant program. (Year 3)**Actions:**

1. Recruit faculty to apply for the mini grant pilot program with a goal of 20 mini grants conducted during year three.
2. Review of year 1 and 2 completed mini grants to identify and recommend successful themes, best practices, and ideas that can be utilized across disciplines and in advising roles (Course Schedule Advisors, Counselors, Academic Coaching). Utilize faculty and staff on the Student Success Pathway Task Force (SSPTF) to form a subcommittee to assist in this process.
3. Plan and offer professional development sessions aimed at showcasing best practices piloted by faculty.

Objective #2: Annual and Ongoing Review/Update of the Student Success Pathway document and Course Schedule Advising (CSA) Manual.**Actions:**

1. Review and update the Student Success Pathway document based on assessment results demonstrating impact and effectiveness.
2. Review and update the Course Schedule Advising Manual to accurately reflect proactive and intrusive advising practices used by CSA's and Counselors.

Priority Initiative #3:**Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.****Instructional Services****Objective #1:** Continue to improve and refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.**Actions:**

1. Re-evaluate appropriateness of institutionally selected benchmarks for each of the 6 THECB mandated core objectives (general education outcomes).
2. Continue to improve and refine the faculty-led process for the evaluation of core objectives (general education outcomes).

Objective #2: Continue to increase emphasis and utility of End of Semester Course Reviews (ESCR).

Actions:

1. Review and revise curriculum maps as needed.
2. Investigate potential software to be used for the submission & aggregation of ESCR instruments.

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

Enterprise Resource Planning/Student Information System

Objective #1: Explore needs and ideas of incorporating general education outcomes within the new U4SM system

Actions:

1. Meet with the academic deans to see how U4SM can support the general education outcomes throughout the institution
2. Meet with division chairs to see how U4SM can support the general education outcomes throughout the institution

President/Effectiveness

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

Actions:

1. Monitor and ensure general education outcomes

Objective #2: The College will emphasize multiple measures of assessment to validate the 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 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.

Admissions, Records and Financial Aid

Admissions and Records

Objective #1: Participation and Promotion of Quality Enhancement Plan

Actions:

1. Participate in Quality Enhancement Plan orientation
2. Develop communication plan for QEP for faculty/staff/students

Financial Aid

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

Instructional Services

Objective #1: Provide lead role in the promotion, orientation and education phases of the newly selected Quality Enhancement Plan which will focus on improving student learning through the use of Inquiry Based Learning strategies.

Actions:

1. Assist the Director of Quality Enhancement and the QEP Planning Committee and QEP Development Task Force in the promotion of the selected QEP topic (Inquiry Based Learning).
2. Assist in providing relevant orientation and educational activities to all Vernon College personnel relative to Inquiry Based Learning.

Objective #2: Continue to implement active & collaborative learning and service strategies throughout the instructional component.

Actions:

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

Instructional Services – Quality Enhancement

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 inquiry based learning QEP including timeline and new or updated processes via the President’s Monthly Update, reports to standing committees, 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 (promotion, orientation & education). 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. Continue the process for developing a QEP that meets the requirements of CR 2.12 & CS 3.3.2.
2. Produce QEP Annual Progress Report.

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.

Enterprise Resource Planning/Student Information System

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

Actions:

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

Marketing and Community Relations

Objective #1: Provide support role in the promotion phase of the Quality Enhancement Plan which will focus on improving student learning through the use of Inquiry Based Learning strategies.

Actions:

1. Assist the Director of Quality Enhancement and the QEP Planning Committee and QEP Development Task Force in the promotion of the selected QEP topic (Inquiry Based Learning).

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 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

Priority Initiative #5:

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

Administrative Services

Bookstores

Objective #1: 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 #2: 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

Business Office

Objective #1: ERP/SIS User Group Training

Actions:

1. Include sufficient funding in the budget to cover travel and conference fees.

2. Enroll 4 staff members in conferences and make travel arrangements.
3. Attendees will gain as much knowledge as possible and make invaluable contacts with other users.
4. Attendees will share everything they have learned with all affected VC users when they return.

Objective #2 : FACTS User Group Conference

Actions:

1. Include sufficient funding in the budget to cover travel and conference fees.
2. Enroll Christie Lehman in conference and make travel arrangements.

Admissions, Records and Financial Aid

Admissions and Records

Objective #1: Achieve 100% compliance with all State regulations in the admission and registration of students

Actions:

1. Attend state conferences and other professional development opportunities

Admissions - Recruiting

Objective #1: Achieve 100% compliance with all State regulations in the recruitment of students

Actions:

1. Attend state conferences and other professional development opportunities

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. Provide internal professional development workshops which target the following:
 - a. Classroom technology including advanced applications of the *Canvas* LMS.
 - b. Proactive and intrusive advising strategies.
 - c. Effective utilization of the newly adopted ERP/SIS (U4SM).

- d. Online course development and instructional strategies for online learners including utilization of the institutionally adopted Rubric for Online Instruction (ROI) to assess quality of online courses.
 - e. Opportunities for improvement as identified by SIR II/eSIR II results, End of Semester Course Review (ESCR) instrument, and faculty/staff evaluations.
 - f. Refinement of course specific signature assignments and the use of rubrics to be used in the assessment of core objectives (general education outcomes).
2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIL, TCCIA, TACE, NTCCC, LEAP Texas, etc.
 3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.
 4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training.
 5. Expand the availability of on-line professional development opportunities.

Instructional Services – Quality Enhancement

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

Actions:

1. Evaluate/Review college-wide assessments and the Professional Development Committee’s program to make recommendations for inclusion of QEP Planning initiatives, Technology Committee identified training needs, and Instructional Services (Instructional Design and Technology Coordinator, Coordinator for the Assessment of Student Learning) areas of emphasis.
2. Plan, publicize professional development calendar, implement and assess professional development activities

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. Review feasibility studies of new technologies by potential mentors as communicated through the Technology Committee.
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.

Objective #3 : Ensure Compliance with SACSCOC

Actions:

1. Participate in SACSCOC pre-conference workshops and SACSCOC 2017 Annual Meeting (Dallas, Texas).

2. Participate in SACSCOC 2018 Institute on Quality Enhancement and Accreditation (Atlanta, GA).

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 existing budgetary travel dollars to allow the capabilities to attend sport specific seminars/conferences.
2. Submission of Travel Request Form to include dates of convention, travel mode, and estimation of expenditures.
3. Submission of Travel Expense Voucher Form.

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

Objective #3: Acquire the necessary training in order to provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions

Actions:

1. Attend U4SM Annual Conference
2. Attend Dynamics GP Annual Conference
3. Attend Data and Decisions AIR Conference

Human Resources

Objective #1: Provide training in addition to Professional Development team to faculty/staff through online training system SafeColleges.

Actions:

1. Review any required trainings for faculty/staff.

2. Research new trainings available through our current program – SafeColleges.
3. Purchase/order/develop training as 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 trainings 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. Use the system to run reports to assist with annual employee record audit.

Institutional Advancement

Objective #1: Provide professional development opportunities for Institutional Advancement staff to learn, develop, and implement new and enhanced strategies and techniques to support the College.

Actions:

1. Continue membership and participation in the Council for Advancement and Support of Education (CASE) Federal Funding Task Force and the annual Grants Conference; Texas Association of Community College Foundations (TACCF); the National Scholarship Providers Association (NSPA); and the Association of Advancement Services Professionals (ASP).
2. Continue to participate in the Council for Advancement and Support of Education (CASE) Federal Funding Task Force, serving as Task Force Chair for 2017 and 2018, and the Annual Grants 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.
3. Participate in the annual TACCF Conference.
4. Continue participation in relevant conferences focusing on Development/Fundraising, Grantsmanship, Alumni Relations, and Advancement Services to update and enhance skills.

Objective #2: Research and identify professional development opportunities that are available to Vernon College faculty and staff.

Actions:

1. Research grant opportunities such as the National Endowment for the Humanities Summer Institutes for College and University Teachers.
2. During the Federal Funding Task Force in Washington, D.C. meet with Federal Agency personnel to discuss and learn about professional development opportunities that are available for the coming year. This helps keep the College's name in "front" of agency personnel.
3. Through the College email system and the Dean of Instructional Services, send notices of funding opportunities as the information is publicized on agency websites.
4. Assist faculty and staff in the preparation and submission of grant proposals to support faculty/staff development to private and public funding agencies.

Marketing and Community Relations

Objective #1 : Participate in professional development opportunities to learn, develop, and implement new and enhanced strategies and techniques to support the College.

Actions:

1. Continue membership and participation in TACCM as well as other professional development organizations.
2. Continue participation in relevant conferences focusing on Marketing.

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 SACSCOC preconference and conference (Dallas, TX)
2. Participate in SACSCOC Summer Institute (Atlanta, GA)
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 SACSCOC on-site observer

Student Services**Dean of Student Services/Associate Dean of Student Services****Objective #1:** Provide Student Services staff with the training and support needed to become efficient with the newly acquired ERP/SIS systems.**Actions:**

1. Create an atmosphere of excitement which is creatively linked to learning the new system; this can be accomplished through the awarding of prizes and/or associated “certificates of completion,” within the division.
2. Work with the implementation committee to schedule timely and convenient trainings for all division team members.
3. Survey Student Services staff, during and after initial trainings, to investigate the need for “refresher” sessions.

Student Success Pathway**Objective #1:** Organize and offer trainings and workshops to Vernon College faculty and staff designed to improve retention and completion through proactive and intrusive advising.**Actions:**

1. Conduct a minimum of 8 trainings/workshops dedicated to proactive and intrusive advising practices and corresponding processes as it relates to Unit 4 Student Management (U4SM). (4 Advising, 4 U4SM)
2. Schedule, advertise, and host 2 onsite workshops led by external consultants for VC faculty and staff

Objective #2: Provide opportunities for faculty and staff to attend offsite conferences and workshops in the 2017-2018 academic year.**Actions:**

1. Locate appropriate off-site conference or workshops and provide opportunities for faculty and staff to attend. (5 total)

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

Administrative Services

Physical Plant

Objective #1: Update 2017-2018 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 08-31-18 - Vernon

Actions:

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

Objective #3: Complete all approved projects by 08-31-18 – Wichita Falls

Actions:

1. Quarterly reviews by Dean of Administrative Services and Director of Physical Plant to make sure we are 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 2018.
Phase II will consist of the total renovation of the east parking lot. Target date will be Summer, 2019.

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

Business Office

Objective #1: Provide scanners in multiple areas so the purchase requisition initiators can scan and attach documentation to be routed with the request.

Actions:

1. Study the flow of requisitions to determine how many scanners are needed and the optimum location for them.
2. Request pricing options from Run-biz.
3. Provide training to the end user.

Admissions, Records and Financial Aid

Admissions and Records

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

Actions:

1. Review allocation of personnel as needed for services at campus and centers
2. Cross training personnel as needed proportionate with enrollment shifts and/or increases
3. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office

Financial Aid

Objective #1: Compliance with SACS COC 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 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. Fine Arts (Music/Art)
 - b. Police Academy/Criminal Justice
 - c. Emergency Medical Services
2. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).
3. Maintain a minimum full-time to part-time faculty load ratio of 65%:35% within disciplines/programs.

Objective #2: Review feasibility of providing additional classroom/lab space at CCC for current and future needs.

Actions:

1. Remodel CCC 713: Expand space by removing partition; replace flooring.
2. Continue to review need, feasibility, and costs associated with the potential remodeling and conversion of existing theater space at CCC into a large multi-purpose classroom.
3. Review adequacy of current open computer labs to meet student needs and explore possibility of adding computer stations in CCC 2312.

Objective #3: Review facilities and space allocation among programs housed at the Skills Training Center.

Actions:

1. Investigate potential consolidation of Computer & Information Sciences computer labs at the Skills Training Center (STC).

Objective #4: Meet the workforce needs of the service area and expand enrollment through the addition of programs which produce graduates in high demand fields.

Actions:

1. Review the potential demand and costs associated with the following potential programs:
 - a. EMS Paramedic (AAS)
 - b. Barber
 - c. Physical Therapy Assistant
 - d. Surgical Assistant
 - e. Radiology Technician
 - f. Massage Therapy
 - g. Bartending
 - h. RN Bridge Programs (Military → RN, Paramedic → RN)

Instructional Services – Quality Enhancement

Objective # 1: Integrate and maintain innovative technologies, including hardware and software, as part of the Quality Enhancement Resource Inventory as piloted and approved through the Feasibility Review of the Technology Committee.

Actions:

1. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.
2. 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.
3. Provide training opportunities and technical support through the pilot mentor program (train the trainer) and the online VC Innovation Center in Canvas.
4. Maintain usage logs and administer satisfaction surveys during the academic year.

Office of the President

Athletics

Objective #1 : Provide needed security coverage at all Vernon College sites

Actions:

1. Identify total amount of dollars spent on security guards the last three years.
2. Using the numbers above in #1, project a total amount needed for the 2017-2018 year
3. Fund a security guard budget line with the dollars needed

Objective # 2: Continue to provide current state of the art athletic facilities for all Vernon College athletic teams**Actions:**

1. Softball Coach will develop a written, prioritized list of all needed renovations and any needed new features to be submitted to the Vernon College facilities plan.
2. Softball Coach will submit this written, prioritized list to the Athletic Director.
3. Athletic Director and Assistant Athletic Director will create and submit proposal for needed updates to the King Center.

Objective # 3: Continue to provide current state-of-the-art athletic facilities for all Vernon College athletic teams**Actions:**

1. Baseball Coach will develop a written, prioritized list of all needed updates to the Bob and Ann Wright Baseball Facility to be submitted to the Vernon College facilities plan.
2. Baseball Coach will submit this written, prioritized list to the Athletic Director

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. Follow Vernon College employment policy/process for posting/advertising vacant positions.
2. Continue to seek out new avenues for advertising and getting our employment needs out to a larger applicant pool.
3. Screen applications for required qualifications.
4. Make arrangements for interviews once the search committee has made their interview choices; facilitate interviews.
5. Complete paperwork and get appropriate approvals.
6. Notify all applicants of decision.

7. Notify Board of Trustees of selection.
8. New employee paperwork/orientation.

Objective #2 : Send out bi-annual HR Survey

Actions:

1. Send annual HR survey using Survey Monkey 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 funds needs through various fundraising methods.

Actions:

1. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the 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. Raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.
3. Research on-line giving through the College website for implementation once U4SM is in place.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the 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.
5. Work with the President, the Dean of Instructional Services, and the Associate Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.

Marketing and Community Relations

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

Actions:

1. Purchase, Implement and Integrate SmartCatalog on the Vernon College website.

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/Report 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 e.g. Vernon College Effectiveness Questionnaire
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 ensure a review process and review of technology projects/feasibility reports from Technology Committee on an annual basis

Student Services

Testing

Objective # 1: Provide better customer services to Testing Center customers (students and staff).

Actions:

1. Identify online scheduling software for use by the VC testing center.
2. Verify compatibility and needed hardware with the VC IT provider Run Biz.
3. Operate a trial of scheduling software, and survey participants about overall satisfaction.

Housing

Objective #1: Update aesthetics and increase use of Vernon College Residence Hall.

Actions:

1. Review the Housing Director's apartment for new flooring, new countertops, and new lighting. Obtain bids and schedule time to update the apartment.
2. Review the Resident Hall basement for upgrades, including new carpet, new paint, and new furnishings. Obtains bids and purchase upgrades.
3. Survey VC Resident Hall students to determine which would be the more desirable option – a) offering a meal plan with 7 day a week services or b) conversion of a dorm room to a community kitchen with basic cooking appliances for use on weekends.

Security

Objective #1: Provide safe and secure Vernon College locations for all VC employees, students, and guests.

Actions:

1. Present a detailed security labor plan to the VC President showing how existing hours could be covered with additional VC security employees; this would eliminate the need for contract labor.
2. Upon approval of the Vernon College President, assist with presenting the plan to the VC Board of Trustees for consideration.
3. Implement the new (if approved) plan by hiring Vernon College licensed peace officers, and by training part-time Vernon College security personnel.

Priority Initiative #7:

Enhance the technological infrastructure of the institution.

Administrative Services

Business Office and Bookstores

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.

Information Technology

Objective #1 : Adhere to Best Practices IT Replenishment Strategy

Actions:

1. Update Replenishment List and submit to Deans for approval.

2. Purchase 90 Faculty PC's, 100 Lab use PC's
3. Roll out 10 Faculty and staff PC's per month and replace 1 Lab per Holiday break.

Objective #2: IT Glue – Implement documentation solution for Vernon College IT Documentation

Actions:

1. Setup Vernon College as an organization in IT Glue
2. Move all Vernon College IT documentation to IT Glue

Objective #3: Auvik – Network Infrastructure Software

Actions:

1. Deploy Auvik to all locations
2. Configure for alerting
3. Leverage Auvik data to document and troubleshoot VC connectivity.

Objective #4: vCIO and Network Admin – Implement new IT roles to better assess IT strategy progress

Actions:

1. Run network assessment
2. Review findings and set goals
3. Setup quarterly reviews

Admissions, Records and Financial Aid

Admissions and Records

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

Actions:

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

Admissions - Recruiting

Objective #1: Maintain and enhance technology infrastructure of the Recruiting Office

Actions:

1. Monitor IT “Replacement List” for desktop computers for Coordinator of Recruiting
2. Monitor printer usage

Financial Aid

Objective #1: 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. Replace current Tandberg ITV systems with CISCO systems V204, V423, V425, CCC 302, CCC712, CCC715, CCC 717)
2. Provide additional rolling cart unit on the Vernon Campus.

Objective #2: Increase effectiveness of piloted alternatives to ITV systems including Skype for Business (currently available in Microsoft Office 365), Canvas Big Blue Button, and Pexip.

Actions:

1. Seek outside consultant to provide recommendations for improving audio quality in classrooms utilizing ITV alternatives (Skype for Business, Canvas Big Blue Button, and Pexip).

Objective #3: Implement the newly adopted ERP/SIS (U4SM) throughout Instructional Services.

Actions:

1. Actively participate in professional development activities relative to utilization of the new ERP/SIS (U4SM).
2. Convert current Instructional Services processes and practices to the new ERP/SIS (U4SM) including but not limited to:
 - a. Class schedule development
 - b. Room assignment
 - c. Course Schedule Advising
 - d. Class roster certification
 - e. Record of student attendance
 - f. Early Alerts
 - g. Grade submission
 - h. Faculty credentials (?)

i. Faculty load (?)

Objective #4: Update current range simulator utilized by Police Academy and in Continuing Education Criminal Justice courses.

Actions:

1. Purchase software updates to maintain range simulator.

Objective #5: Enhance subject matter specific software for student educational & training purposes

Actions:

1. Recommendation to Technology Committee to investigate the following instructional technologies/software:
 - a. BodyViz (potentially utilized by Biology and ADN, LVN, EMS, and Surgical Technology programs).
 - b. 3D modeling software (potentially utilized by Machining, Industrial Automation, Welding, and Continuing Education).
2. Investigate the potential incorporation of advanced computer technology systems (Apple iPads & Mac Desktops) in the CIS program.

Objective #6: Enhance tracking of student clinical experiences by Allied Health instructors.

Actions:

1. Purchase 20 iPads for use by EMS, ADN, and LVN instructors

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. Upgrade current computers of athletic department.
2. Continue to 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.
3. Continue to 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).
4. Continue to utilize campus computer labs/classrooms to provide all team members online access during study hall sessions (softball, baseball, rodeo, and volleyball).
5. Continue use of Verizon Jetpack wireless internet routers while on bus trips (softball, baseball and volleyball) and maintenance of a 30GB per/month subscription.

Enterprise Resource Planning/Student Information System

Objective # : Ensure full integration and updates of U4SM

Actions:

1. Provide oversight of system integration and compatibility for Dynamics GP
2. Provide oversight of system integration and compatibility for U4SM

Institutional Advancement

Objective #1: Utilize existing software tools to support College, student, and alumni needs.

Actions:

1. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole is being utilized.
2. Research on-line giving through the College website for implementation once U4SM is in place.

Marketing and Community Relations

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

Actions:

1. 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.
2. Research additional software, technology, on-line giving tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
3. Utilize targeted marketing strategies such as press releases, letters, social media, recruiting emails and postcards to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.
4. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College’s website.

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/Report 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 identify long term technology needs/projections.

Actions:

1. Require each component of the College to communicate with Run-Biz to coordinate technology needs into the Annual Action Plan for Technology.

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

Actions:

1. Ensure development of a Technology Plan through Annual Action Plans, Institutional Effectiveness Plans and the Technology Replenishment Schedule
2. Monitor and ensure budget development
3. Continue utilization of third party IT vender to ensure successful IT infrastructure and operations
4. Review IT Management Annual Report
5. Implementation of new ERP/SIS 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

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: Continue fundraising efforts for each sport in an attempt to increase external funding from multiple sources.

Actions:

1. Coaches will continue to explore external fundraising avenues
2. Coaches will reconnect with previous fundraising donors for continued financial support.

Enterprise Resource Planning/Student Information System

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

Actions:

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

Institutional Advancement

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

Actions:

1. Raise \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.
2. Research on-line giving through the College website for implementation once U4SM is in place.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the 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. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the "building" endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
5. Work with the President, the Dean of Instructional Services, and the Associate Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Continue to serve as the Grant Manager for the college's Title III Grant and the new USDA Grant.
7. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the 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 outreach to alumni to increase awareness about the College and the Foundation and encourage philanthropic support and participation in College events.

Actions:

1. Create a culture of ownership among alumni in support of Vernon College.
2. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.

3. Continue alumni engagement through the e-newsletter, special event greetings, invitations to campus events and other engagement strategies.
4. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
5. Assist the Coordinator of Marketing and Community Relations to identify alumni prospects for the College's Image Marketing Campaign.

Objective #3: Increase Scholarship Availability for Vernon College Students

Actions:

1. Identify opportunities for additional funding for new and existing College and Foundation scholarships from the public and private sector.
2. Continue to use AcademicWorks on-line scholarship application which is a more robust and mature software. Incorporate the best practice that scholarship applicants are first admitted to the College which will facilitate the AcademicWorks Application process.
3. Publicize, with the assistance of the Coordinator of Marketing and Community Relations, the availability of Vernon College/Vernon College Foundation Scholarships using the website homepage and College media, including social media, outlets.
4. 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.
5. With the Early College Start Coordinator manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Crowell ISD, Iowa Park CISD, Electra ISD, Throckmorton ISD, WFISD and Windthorst ISD College Connections Scholarship Programs.
6. 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.
7. Work with the Early College Start Coordinator and the Admissions Office to distribute information about the Vernon College/Vernon College Foundation Scholarship Program to area high school counselors.
8. Make presentations about the college's online application process as requested.
9. Work with the donors of building scholarships to achieve funding resolution.
10. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.
11. Develop and present a transfer policy for approval to the Vernon College Board of Trustees to move "orphan" scholarship funds in the College endowment into the Foundation endowment in order to increase the funds' interest earnings.

Marketing and Community Relations

Objective #1: Explore opportunities to assist the Director of Institutional Advancement/Executive Director, Vernon College Foundation in Alumni cultivation.

Actions:

1. Promote the raising of \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.

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**Admissions and Records**

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 best practices in Admissions, Records, and Registration
2. Continued review and improvement to the registration process

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

Financial Aid**Objective #1 :** 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 #2 : Compliance with SACS COC 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 program level outcomes as well as 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 core objective assessment results.
3. Continue to assist CTE program faculty in improving assessment measures of program level outcomes.

Objective #2: Continue to increase emphasis and utility of End of Semester Course Reviews (ESCR).**Actions:**

1. Continue to refine/improve process for aggregating, disseminating, and using the results from the End of Semester Course Review (ESCR) for departmental and/or institutional improvement.

Instructional Services – Quality Enhancement**Objective #1 :** Administer, analyze, and share information for assessments to be used for benchmarking and comparability purposes.**Actions:**

1. Administer the Survey of Entering Student Engagement (SENSE). Analyze the SENSE data and information to prepare and present results and findings.

2. Distribute the results and findings from the CCSSE (Community College Survey of Student Engagement), CCFSSSE (Community College Faculty Survey of Student Engagement) and SENSE (Survey of Entering Student Engagement), to faculty and staff through email, professional development meetings, and Canvas.
3. Distribute the results and findings from the CCSSE, CCFSSSE and SENSE 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.

Office of the President

Athletics

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

Actions:

1. Continue to administer an anonymous survey relating strictly to coaching staff for each athletic team.
2. Have each team member complete a survey.
3. Review each survey with coaching staff.

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
2. Dashboards configured and accessible within U4SM
3. Provide faculty and staff opportunities to review generated data

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. Changes will be researched and made as necessary.
3. Approvals by committee and Board of Trustees.
4. Employee Handbook updated online, through SafeColleges training and notifications sent to employees.

Institutional Advancement

Objective #1 : Review and update as necessary Institutional Advancement policies and procedures.

Actions:

1. Conduct an annual review of 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.

Marketing and Community Relations

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

Actions:

1. Conduct an annual review of recruiting, communications, marketing and Institutional Advancement task force recommendations.
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, the Assessment/Report calendar, Planning Calendar and budget cycle to ensure institutional accountability

Actions:

1. Monitor, update and ensure the adherence to assessment/report, 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 e.g. dashboards and data reports

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 explore membership of the American Association of Community College Volunteer Framework of Accountability (VFA).

Actions:

1. Review purpose and opportunities as membership of the American Association of Community College Volunteer Framework of Accountability
2. If choose to join, participate in VFA related conference and webinars

Student Services

Dean of Student Services/Associate Dean of Student Services

Objective #1: Provide financial oversight and transparency of all fund raising done by officially recognized Vernon College clubs and organizations.

Actions:

1. Notify all clubs and organizations officially recognized in the Vernon College General Catalog or Student Handbook of requirements to disclose fundraising deposits and submit end of year club expenditures.
2. Develop uniform Vernon College club and organization deposit reporting forms and end-of-year expenditure forms.

3. Create a yearly (for each academic year) report that includes each Vernon College club or organization, total fundraising deposits, and total expenditures.
4. Provide the report to the Vernon College President for distribution as deemed necessary.

Student Success Pathway

Objective #1: Ensure Title III assessment plan is implemented and followed as outlined in the grant.

Actions:

1. Adjust grant scheduled activities relating to the ERPSIS as needed in response to U4SM implementation time frame from the U4SM vendor.
2. Participate in U4SM implementation planned for Spring 2018 by providing department and grant relevant information in the U4SM areas of System, Training and Development, and Continued Process Improvement.