VERNON COLLEGE
VERNON - WICHITA FALLS

2019-2020
Annual Action Plan
by Priority Initiative

Regular Board Meeting
Wednesday, April 10, 2019

Approved by the College Effectiveness Committee, March 29, 2019
Officially reviewed and adopted by the Board of Trustees, April 10, 2019

2019-2020

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, 2018
Officially approved and adopted by the Board of Trustees on October 10, 2018

Mission as adapted from the Texas Education Code, Sec. 130.003(e).

Long Term Objectives

In accordance with its mission of teaching, learning, and leading, Vernon College's long-term objectives promote a culture of student success indicated by the recruitment and retention of students, the rates of certificate/degree completion, and transfer by students.

#1   Enhance recruitment efforts to increase enrollment

#2   Improve retention, completion, and transfer 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

#12   Communicate and build strategic alliances with local businesses and economic development partners to foster increased support of Vernon College's educational and economic benefits to the 12 county service area.

Approved by College Effectiveness Committee September 28, 2018.
Officially approved and adopted by the Board of Trustees on October 10, 2018.

Vernon College

Primary Goals for 2019-2023

- 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 five (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 students, Board of Trustees, administration, faculty, and staff (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 students, faculty, administration, and staff by fostering and supporting inquiry, creativity, practice, and social responsibility in ways consistent with its mission (professional development, QEP, student engagement, continuing education, and 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 30, 2018
Officially approved and adopted by the Board of Trustees on December 12, 2018

Vernon College

Priority Initiatives for 2019-2020

- #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
  Ensure the assessment for continuous improvement of general education, program, and student learning outcomes.

- #4
  Implement the SACSCOC approved Quality Enhancement Plan that focuses on Success through Inquiry.

- #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
  Sustain and intensify external fundraising to better support the College.

- #9
  Strengthen the alumni base to support the College.

- #10
  Ensure institutional accountability through effective strategic planning and assessment processes.

Approved by the College Effectiveness Committee on November 30, 2018
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Vernon College Annual Action Plan 2019-2020
by Priority Initiative

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

Instructional Services

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. Continue to support and expand recruiting activities targeting nontraditional students in gender biased programs.
2. 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 Pathways 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: Increase coaching staff's utilization of high school sport programs for recruiting purposes.
Actions:
1. Create Recruit Contact form.
2. Creation of online based form to be completed by potential student-athlete.

ERP/SIS

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 scholarships from the public and private sector.
2. Continue to use AcademicWorks on-line scholarship application which is a more robust and mature software. Continue the best practice that scholarship applicants are first admitted to the College which facilitates the AcademicWorks Application process.
3. Publicize, with the assistance of the Coordinator of Marketing and Community Relations, the availability of scholarships using the website homepage and College media, including social media, outlets.
4. Continue the "Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications, including scholarships offered by outside entities 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, Burkburnett ISD, Crowell ISD, Electra ISD, Henrietta ISD, Holliday ISD, Iowa Park CISD, Quanah ISD, WFISD and Windthorst ISD College Connections Scholarship Programs.
6. Work with the Early College Start Coordinator to submit an annual Catching the Future Scholarship Grant to the Vernon College Foundation at their January meeting.
7. 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.
8. 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.
9. Make presentations about the college's online application process as requested.
10. Work with the donors of building scholarships to achieve funding resolution.
11. Present a transfer policy for approval to the Vernon College Board of Trustees to move scholarship funds in the College endowment into the Foundation endowment in order to increase each funds' interest earnings.
12. Develop an annual Scholarship Award Book that will be presented at the Annual Scholarship Banquet, sent to donors who are unable to attend the event, and used in scholarship solicitations.

Marketing and Community Relations

Objective #1 : Creating Awareness of Vernon College and the education 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 Coordinator of Recruiting to be at community events and have a presence in the high school both on and off their campus.
4. Promotion of events such as; Preview Day on the Vernon Campus and at the Century City Center to draw more high school seniors to Vernon College.
5. Promotion of community events such as; Calle Oche Street 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 Advancement Specialist – Recruiting and Early College Start Coordinator with marketing needs and on-site events as requested.
9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook (page 88) review and approve all marketing materials for all college programs and recruiting efforts.

10. 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.
11. Review existing marketing policies, processes and procedures and develop new policies, processes and procedures as needed.
12. With the Admissions Department, develop and implement a strategic plan for recruiting minority and non-traditional students.
13. 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.
14. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
15. Develop, as needed and feasible, now strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

President/Institutional 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)
5. Explore staffing needs to ensure effective retention/completion efforts.

Student Services

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 a Pre-Admission session for prospective students to increase 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/POISE workflow document to include refinements and additions to "Student Success thru Communication" project 3. Continued development and implementation of the automatic review/awarding of certificates/degrees

Financial Aid

Objective #1 : Improve student recruitment, retention, and student success
Actions:
1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding their financial aid consequences 2. Contact students who receive "Early Alert" notices regarding attendance and explain financial aid consequences 3. Campaign to notify students who are registered but not complete in Financial Aid Office 4. Campaign to encourage students who have been awarded financial aid but are not registered in classes 5. Participate in "Financial Aid Awareness" activities 6. Provide financial aid outreach presentations to high school students/parents, counselors, and community members

Objective #2 : Increase total financial aid awarded annually (as reported in KPIA) proportionally with credit enrollment increases
Actions:
1. Throughout the award year, monitor the number of aid applicants that have been awarded, and the processing time 2. Send second notice letter to all students who have not responded to their financial aid status letter 3. Once U4SM is live, research the use of electronic forms to improve services for students and streamline the application process

Recruiting

Objective #1 : Develop and implement an enrollment management plan
Actions:
1. Attain outreach and recruitment goals 2. Build stronger relationships with area ISDs, agencies, churches, and organizations 3. Identify early intervention opportunities to ensure college readiness 4. Further develop prospect lists for follow-up and more personalized recruitment 5. Work with VC program directors and coordinators to assist in recruiting prospects for specific Career/Technical Education (CTE) programs 6. Assist both Traditional and Non-traditional students with transitioning into the Vernon College environment

Objective #2: 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

Student Services

Objective #1 : Provide clear instructions to inquiring and incoming students, answer frequently asked questions, and provide needed information while also targeting early interventions for students who have applied and need to be advised and/or are awaiting the start of classes.
Actions:

1. Evaluate the current NSO program for division into 2 separate programs – 1 for potential students who have not applied and 1 for students who have applied and are ready to be advised
   2. Create and name the 2 separate student programs listed above such as Pre-Admissions Orientation and New Student Orientation
   3. Implement the 2 programs listed above in Fall 2019

Student Success/Title III

Objective #1: Continue programs/interventions intended to provide intensive guidance to at-risk students**.**
Actions:

1. Once a student information system is implemented, continue to refine the process for identifying at-risk students.
   2. Evaluate and consider the impact of mandating the Striving to End Probation Status (STEPS) program.
   3. Formalize the process for offering and effectively conducting online appointments (both Academic Coaching and STEPS).

Objective # 2: Continue to evaluate the Student Peer Mentor Program as a student engagement intervention and pipeline to academic support.
Actions:
1. Review modes of recruitment of mentees to ensure we effectively reach 100% of identified at-risk students.   2. Continue to explore engagement opportunities for both mentors and mentees.

Student Success/Title III/Counseling

Objective # 3: Ensure effective New Student Orientations and Chap Express through active and collaborative learning.
Actions:

1. Offer online Chap Express workshop and evaluate participation, satisfaction and effectiveness.
   2. Evaluate and consider the impact of mandating the Chap Express program.
   3. Assist Counselors in reviewing New Student Orientation content and delivery methods to ensure Title III strategies and objectives are achieved.

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.

Administrative Services

Physical Plant

Objective #1 :   Renovate and update student resident halls.
Actions:
1. Form committee of staff and students to discuss needs and wants. 2. Develop schedule for accomplishing the renovations. 3. Post RFP for qualified contractors and lock in the cost. 4. Award contract for construction. 5. Oversee renovation work.

Instructional Services

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: Evaluate the quality/rigor of online courses for student success.
Actions:
1. Provide professional development opportunities for improvement of quality and rigor for online courses. 2. Continue to review Student Evaluation of Instruction 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.

Office of the President

Athletics

Objective #1:   Utilize peer mentoring program and student success team to increase academic success of Vernon College student-athletes.
Actions:
1. Each coach will be responsible for a minimum of 2 hours of study hall per week for those student-athletes below a 3.0 GPA.   2. Coaches will involve the Student Success team and Peer Mentoring Program   3. Coaches will submit documentation for study hall times, attendees, and length of time in study hall.

ERP/SIS

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 Vice President 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. Continue to raise $275,000 (new benchmark) annually to support scholarships and other needs through fundraising programs aimed at all constituencies.

3. Based on the results of the 2018-2019 Voluntary Survey for Aid to Education (VSE) Report, review total dollars raised over three-year period to evaluate setting a new benchmark.
4. Explore limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
5. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President 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.
6. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
7. Continue to serve as the Grant Manager for the College's Title III and others as assigned.

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, River Bend Nature Center Electricritters, area stock shows, Vernon Summer's Last Blast, Santa Rosa Round-up, Wichita Falls Adult Literacy Annual Spelling Bee, Hispanic Education Summit, ad in area cultural programs, etc.
5. Annual President's Report 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. Continue to work with Crane West as the college's marketing firm.

President/Institutional 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

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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, Campus Carry and Website Improvement)

Actions:
1. Revisit recommendations from each task force

Student Services

Admissions and Records

Objective #1 : Ensure automatic awarding of degrees/certificates

Actions:
1. Development and implement plan to identify students nearing completion of their program of study (15 semester credit hours)
2. U4SM/POISE workflow document

Objective #2: Increase student retention and subsequent completion (graduate) success annually

Actions:
1. Assign a general catalog year to each student 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 #3 : Maintain Admissions Office Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) satisfactory rankings (4-agree) 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

Career Services

Objective #1 : Increase use of the Vernon College electronic job board by potential employers and students.

Actions:
1. Create a clear and easy link for employers to list jobs electronically for students and graduates

2. Create a clear and easy link for students and graduates to view job postings
3. Track hits to both employer and student/graduate portions of the VC website
4. Develop 3 emails to send to students to encourage them to utilize the electronic job board
5. Survey employers who utilize the electronic job board to determine ease of use, satisfaction with postings, and probability of future use

Objective #2: Provide graduates with timely opportunities to find employment in their field immediately after graduation.

Actions:
1. Develop job fairs targeted to specific graduates in workforce and technical programs at Vernon College
2. Host at least 2 job fairs each academic year
3. Work with students, staff, and employers to advertise and promote these opportunities
4. Survey students, staff and employers after job fairs to identify possible improvements

Financial Aid

Objective #1 : Maintain a VC cohort default rate as calculated by the U.S. Department of Education at 15% or lower

Actions:
1. Provide entrance and exit loan counseling opportunities for student loan borrowers
2. Contract with a default prevention servicer to provide grace counseling and services for delinquent student loan borrowers

Housing/Counseling

Objective #1 : Evaluate Student Activities for student interest and probable student participation.

Actions:
1. Form a Student Activities work group consisting of the Housing Director and Vernon College Counselors
2. Create and administer a simple and honest survey to Vernon College students about their Student Activity needs and desires
3. Research other small and commuter like public colleges for best practices
4. Brainstorm new ideas for Student Activities
5. Present a plan for restructuring Vernon College Student Activities

Student Success/Title III

Objective #1: Collaborate with Vernon College Advisors (CSA's and Counselors) to ensure proactive and intrusive advising techniques are infused into the semester to semester advising process.

Actions:
1. Partner with Course Schedule Advisor leaders and Counselors to identify best practices (proactive and intrusive advising techniques) as piloted through the grant.

2. Team up with Course Schedule Advisor leaders and Counselors to review current practices to make certain they are designed to maximize students' progress.

Objective #2: Co-Chair the Title III Oversight Committee

Actions:
1. Provide oversight to ensure the grant objectives and strategies are accomplished.
2. Continue to review and update the Student Success Pathway document based on assessment results demonstrating impact and effectiveness with regard to overall student progress and retention.

Priority Initiative #3:
Ensure the assessment for continuous improvement of general education, program, and student learning outcomes.

Instructional Services

Instructional Services

Objective #1: Continue to increase emphasis and utility of End of Semester Course Reviews (ESCR) and Program/Discipline Evaluation.

Actions:
1. Research and purchase software program for capture of ESCR information and program/discipline data (Taskstream).
2. Provide professional development for academic and CTE faculty.
3. Refine ESCR instrument.

Office of the President

Athletics

Objective #1: Improve the overall competiveness level of all sport programs to be recognized as a perennial power within the Region.

Actions:
1. Coaching staffs to utilize Friday afternoons for active recruiting by attending high school contest/games.
2. Continued improvement on practice plans and schedules.

ERP/SIS

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/Institutional Effectiveness

Objective #1: The College will ensure the instructional component of the institution will focus on the continuous improvement of general education, program, and student learning outcomes.
Actions:
1.   Monitor and ensure general education outcomes, program, and student learning outcomes.

Objective #2: The College will emphasize multiple measures of assessment to validate the general education outcomes, program, and student learning 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, program, and student learning outcomes.

Priority Initiative #4:   **Implement the SACSCOC approved Quality Enhancement Plan that focuses on Success through Inquiry.**

Instructional Services

Instructional Services and QEP

Objective #1: Implement active & collaborative learning and support service strategies of the approved Quality Enhancement Plan which focuses on student learning through the use of Inquiry Based Learning strategies.
Actions:

1.   Assist the Director of Quality Enhancement, QEP Planning Committee, and QEP Implementation Committee in the promotion and integration 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.
     3.   Provide appropriate professional development workshops aimed at improving instructional & service strategies as related to active and collaborative learning and student success.

Library Services

Objective #2:   Support the QEP by providing information resources and services to assist students with Inquiry Based Learning and the research process.
Actions:
1. Develop web tours to assist students in locating library resources.   2. Equip group study rooms in Vernon and CCC with multimedia/collaboration stations to facilitate group work on projects and presentations in support of IBL. Consider purchasing a new table or converting an existing table to a multimedia unit. Technologies needed for converting an existing table include a TV monitor, 4-6 HDMI "Show Me" cables, a 4-6-input HDMI

switcher, an IPL T System Controller and a surface power unit. The approximate cost for the technology will be $350.00 for each table.

Office of the President

Athletics

Objective #1:   Engage our student-athletes in a higher quality of successful study hall times.
Actions:
1. All cell phones to be taken up by coaches at beginning of study hall.

ERP/SIS

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

Institutional Advancement

Objective #1:   Provide tangential support to the Quality Enhancement Plan
Actions:

1. Identify opportunities for additional funding for new and existing scholarships from the public and private sector.
   2. Publicize, with the assistance of the Coordinator of Marketing and Community Relations, the availability of scholarships using the website homepage and College media, including social media, outlets.
   3. Continue the "Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications, including scholarships offered by outside entities that are open to Vernon college students.

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/Institutional Effectiveness

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

1. Monitor QEP Implementation Committee actions and recommendations
2. Ensure adequate leadership support for the development of a QEP that meets the requirements of R 7.2
3. Ensure adequate resource allocation decisions through budget process

Student Services

Admissions and Records

Objective #1: Participation and Promotion of Quality Enhancement Plan
Actions:
1. Participate in Quality Enhancement Plan orientation
2. Assist the delivery of the communication plan for QEP for faculty/staff/students

Financial Aid

Objective #1: Improve financial aid advising services to both prospective and enrolled students
Actions:
1. Participate in New Student Orientation (NSO)
2. Participate in Chap Express
3. Outreach to financial aid applicants with personalized letter from the VC President
4. Provide financial aid outreach presentations to high school students/parents, counselors, and community members
5. Review CCSSE or SENSE 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

Student Success/Title III

Objective #1: Provide support in the first year of the implementation of the Quality Enhancement Plan which focuses on improving student learning through the use of Inquiry Based Learning strategies.
Actions:
1. Assist in providing relevant orientation and educational activities to all Vernon College personnel relative to student support services offered to aid with Inquiry Based Learning.
2. Be a resource to the Director of Quality Enhancement for student support service needs as they relate to Inquiry Based Learning and student success.

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) in New Orleans, LA – 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 : Attend Pens, Etc. pen show in Phoenix Arizona
Actions:
1. Include sufficient funds in the annual budget to allow director to attend pen show.

Business Office

Objective #3 : ERP/SIS User Group Training
Actions:
1. Include sufficient funding in the budget to cover travel and conference fees.
2. Enroll 2 staff members in conferences and make travel arrangements.
3. Attendees will glean as much knowledge as possible and make invaluable contacts with other users.
4. Attendees will share everything they've learned with all effected VC users when they return.

Objective #4 : BUSINESS OFFICE - FACTS User Group Conference
Actions:
1. Include sufficient funding in the budget to cover travel and conference fees.
2. Enroll Christie in conference and make travel arrangements

Instructional Services

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 Student Evaluation of Instruction 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, 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.

Office of the President

Athletics

Objective #1: Support opportunities for each Head Coach to attend a minimum of one professional seminar/conference specific to his/her sport each academic year.

Actions:
1. Allocate existing budgetary dollars to allow the capabilities to attend sport specific seminar/conference.
2. Submission of travel request to include date of seminar, travel mode and estimation of expenditures.
3. Submission of travel expenses through ReqLogic.

ERP/SIS

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. Migration of data into the new ERP System
2. Migrated Data validated I 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 Annual Conferences for API Initiated Systems

Human Resources

Objective #1 : Provide training in addition to Professional Development team to faculty/staff through online training system SafeColleges.
Actions:
1. Keep abreast of required trainings according to state and federal regulations for employees. 2. Research new trainings available through our current program – SafeColleges. 3. Purchase/order/develop additional 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/performance.
Actions:
1. Attend annual TACCA and TACCHRP conferences. 2. Attend annual GPUG conference. 3. Participate in online trainings related to Greenshades and Dynamics GP. 4. Participate in any benefits training and other online related training offered to enhance knowledge of our current benefit offerings. 5. Participate in any other relevant professional development, including webinars as appropriate.

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); National Grants Management Association (NGMA) 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 2019 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. Continue to Participate in the annual TACCF Conference.
4. Participate in the CASE IV Regional and specialized conferences, Blackbaud Users annual conference (which now includes AcademicWorks USERS), and the ASP annual conference.
5. Continue participation in relevant conferences focusing on Development/Fundraising, Grantsmanship, Alumni Relations, and Advancement Services to update and enhance skills.

Objective #2: Where possible 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 Vice President 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 : Provide professional development opportunities for the Coordinator of Marketing and Community Relations to learn, develop, and implement new and enhanced strategies and techniques to support the College.

Actions:
1. Continue membership and participation in, TACCM and as well as other professional development organizations.
2. Attend Digital Summit Annual Conference to learn the most update information about all social media platforms and reaching target demographic.
3. Continue participation in relevant conferences focusing on Marketing.

President/Institutional 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
2. Continue in-house Leadership Academy to develop potential/future leaders in Higher Education.

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 (Houston, TX)
2. Participate in SACSCOC Summer Institute (QEP Representatives)
3. Participate in TAIR preconference and conference (San Antonio, TX)
4. ERP/SIS training/conference
5. Serve as THECB Liaison and Small College Group Representative
6. Participate as a SACSCOC evaluator

Student Services

Admissions and Records

Objective #1: Comply with all Federal and State regulations (Family Education Rights and Privacy Act (FERPA), meningitis, residency, etc) towards the admission and registration of students

Actions:
1. Attend Federal/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

Recruiting

Objective #1: Comply with all Federal/State regulations in the recruitment of students

Actions:
1. Attend Federal/State conferences and other professional development opportunities

Security

Objective #1: Provide training to employees to deal with crisis situations.
Actions:
1. Continue to monitor professional organizations through list servs and conferences for best practices regarding campus safety and security
2. Seek online training opportunities for Vernon College staff so that all staff may participate at their own convenient times
3. Work with Vernon College Human Resources to identify trainings and publish the opportunities to participate to all Vernon College staff

Student Success/Title III

Objective #1: Plan and organize faculty and staff development and training (both in-house and outside opportunities) designed to improve retention and completion through proactive and intrusive advising.
Actions:
1. Conduct a minimum of eight trainings/workshops dedicated to proactive and intrusive advising practices and corresponding processes as it relates to a new student information system (4 Advising, 4 SIS).
2. Schedule, advertise, and host two onsite workshops led by external consultants for VC faculty and staff.
3. Locate appropriate off-site conference or workshops and provide opportunities for faculty and staff to attend.

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

Administrative Services

Physical Plant

Objective #1 : Update 2020-2021 Facilities Priority Rating 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 Priority Rating

Objective #2 : Complete all approved projects by 08-31-2020 - Vernon
Actions:
1. Quarterly reviews by VP of Administrative Services and Facilities Director to make sure we're on target to complete projects

Objective #3 : Complete all approved projects by 08-31-2020 – Wichita Falls
Actions:
1. Quarterly reviews by VP of Administrative Services and Director of Physical Plant to make sure we're on target to complete projects

Bookstores

Objective #4 : Point Of Sale (POS) System for Vernon and Wichita Bookstores
Actions: Purchase and install a new Point of Sale system at both stores. Update all inventory data and train all employees.

Physical Plant

Objective #5 : Establish roof replacement program - Vernon
Actions:
1. Inspect all roofs and establish rank order for replacement.
2. Include adequate funding in annual operating budget to replace at least one roof per year as determined by the ranking.
3. Award replacement contract through State purchasing co-op or RFP process.

Business Office

Objective #6 : Add part-time position in Wichita Falls business Office
Actions:
1. Determine greatest/mostly times of need.
2. Develop position job description/guidelines.
3. Post position
4. Hire PT person

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Instructional Services

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Instructional Services, OSD, Library, Continuing Education, and Early College Start

Objective #1: Meet student demand for courses and programs through the hiring of additional full-time/adjunct faculty and staff.
Actions:
1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty.
• Fine Arts Instructor (9 mon)
• Biology Instructor (9 mon)
• Computer and Information Sciences Instructor (12 mon)
• Machining Instructor (9 mon)
• Simulation Lab Instructor (9 mon-RN/LVN)

- Retention Specialist for Allied Health (9 mon-RN/LVN)
- Barber(s) instructor (12 mon)
- Dental Assisting Instructor (9 mon)
- Medical Assisting Instructor (9 mon)
- Economics (50%) (9 mon)

2. Review and prioritize need for:
- ADA Testing Coordinator
- Police Academy/Criminal Justice faculty assistant
- Dual credit support staff

3. Increase rate of hourly library employees from $9.50 to $10.00
4. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).
5. 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. Continue to review need, feasibility, and costs associated with the potential remodeling and conversion of existing theater space (upstairs) at CCC into a large multi-purpose classroom or labs for potential programs.

Objective #3: 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. Barber
   b. Medical Lab Technician
   c. Radiology Technician
   d. Diesel Technology
   e. Massage Therapy
   f. Mechanical maintenance/millwright
   g. Construction
   h. RN Bridge Programs (Military → RN, Paramedic → RN)
   i. Cybersecurity

Office of the President

Athletics

Objective #1 :   Obtain funding and purchase a new scoreboard for baseball field.
Actions:

1. Head Coach will obtain a minimum of 3 bids on styles and companies.
    2. Find funding.
    3. Purchase chosen scoreboard.
    4. Install purchased scoreboard.

ERP/SIS

Objective # 1:   Provide students, faculty, staff, and administration with the information they need to make data informed decision
Actions:
1. Training videos of new SIS developed   2. Training Manual of new SIS developed

Objective #2 : Provide timely data retrieval, analysis and report findings for use with informed decision making throughout the College
Actions:
1. Hire a **Classified II, Administrative Clerk- ERP/SIS Department** to function in a multitask environment to support Enterprise Resource Planning, Student Information Systems, Cybersecurity, and ADA Accessibility Compliance and assist in Enterprise Resource Planning, Student Information Systems, Cybersecurity, and ADA Accessibility Compliance website audits, edits and updates.

Human Resources

Objective # 1: Post, advertise and recruit appropriate qualified faculty/staff for vacant position for the college.
Actions:
1. Follow Vernon College employment policy/process for posting/advertising vacant positions, screening applicants, interviewing, obtaining approvals, and onboarding new employees.   2. Continue to seek out new avenues for advertising and getting our employment needs out to a larger applicant pool.

Objective #2:   Increase staffing in HR Office to continue process improvement with ERP and help with transition of anticipated future personnel changes.
Actions:
1. Either increase wage/hours of current hourly employee or move position to a limited, full-time (50%) position.

Institutional Advancement

Objective #1: Respond to College funding 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 Vice President 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. Continue to raise $275,000 (new benchmark) annually to support scholarships and other needs through fundraising programs aimed at all constituencies.   3. Based on the results of the 2018-2019 Voluntary Survey for Aid to Education (VSE) Report, review total dollars raised over three-year period to evaluate setting a new benchmark.   4. Explore limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.   5. Continue the annual on-line auction to raise funds for departmental grants.   6. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President 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.   7. Work with the President, the Vice President of Instructional Services, and the 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. Renewal of SmartCatalog on the Vernon College website. **June 1, 2020**

President/Institutional 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: 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 (Survey Monkey)
2. Utilize community focus and advisory groups
3. Administer Board of Trustees Self-Reflection Questionnaire (Survey Monkey)

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

Admissions and Records and Recruiting

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

Student Success/Title III

Objective #1: Support Title III Initiative, Strategy 1: Provide students, faculty, staff, and administration with the information they need to make data informed decisions

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

Testing

Objective #1 : Provide testing services to Vernon College customers during posted hours without disruption.
Actions:
1. Creation of a Testing Center Administrator Guide by the Testing Coordinator and the Assistant Testing Coordinator   2. Training of the 3 Counseling Services administrative assistants by the Testing Coordinator and the Assistant Testing Coordinator

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

Administrative Services

Physical Plant

Objective #1:   Replace phone system on Vernon campus
Actions:
1. Research current technologies.   2. Issue RFP for replacement system.

Information Technology

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

1. Update Replenishment List and submit to Vice Presidents for approval.
    2. Purchase 90 faculty computers, 100 lab use computers.
    3. Roll out 10 faculty and staff computers per month and replace 1 Lab per holiday break.

Objective #2: Internal Project Coordinator / Trainer
Actions:

1. Define areas of need.
    2. Prepare training materials.
    3. Schedule and execute training.

Objective #3: Multi-Factor Authentication
Actions:
1. Define applications of need.   2. Prepare / Implement MFA rollout

3. Create training materials.
4. Schedule and execute training.

Objective #4 : Runbiz Professional Development Training for Faculty and Staff
Actions:
1. Define areas of need.
2. Prepare training materials.
3. Schedule and execute training.

Instructional Services

Instructional Services

Objective #1: 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-credit and continuing education
e. Record of student attendance
f. Early Alerts
g. Grade submission
h. Faculty credentials
i. Faculty load

Office of the President

Athletics

Objective # : Create centralized and unified game streaming capabilities with collaboration from Office of Distance Education and Learning Technology
Actions:
1. Meet with Roxie Hill as a department for discussion of proposal.
2. Implement successful live streaming capabilities for athletic programs.

ERP/SIS

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.

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/Institutional 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.
2. Monitor IT Replenishment Plan

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

Student Services

Financial Aid

Objective # : 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 replacement printers, as needed, for Financial Aid staff of 10
3. Purchase scanners, as needed, for replacement due to usage
4. Monitor Department of Education technology requirements for electronic processing

Student Services

Objective # 1: Support and learn use of the new Enterprise Resource Program/ Student Information System (ERP/SIS).

Actions:
1. Attend all new ERP/SIS system meetings and trainings

2. Support 100% attendance by all Student Services staff at all trainings
3. Create small "user groups" within Student Services to support each other as we all learn to navigate the new system
4. Develop training materials (handouts, website videos, workshops) to help students navigate the Student Services portion of the new ERP/SIS system

Priority Initiative #8:
Sustain and intensify external fundraising to better support the College.

Office of the President

Athletics

Objective #1: Develop a potential Hall of Fame banquet to include former student-athletes, coaches, and administrators.
Actions:
1. Research past achievements of former student-athletes, coaches, and administrators.   2. Develop Hall of Fame parameters for inductees.   3. Explore provisions (site, menu, and date) for hosting induction banquet.

ERP/SIS

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: Utilize various fundraising methods to respond to and support College needs.
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 Vice President 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. Continue to raise $275,000 (new benchmark) annually to support scholarships and other needs through fundraising programs aimed at all constituencies.

3. Based on the results of the 2018-2019 Voluntary Survey for Aid to Education (VSE) Report, review total dollars raised over three-year period to evaluate setting a new benchmark.
4. Explore limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
5. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President 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.
6. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
7. Continue to serve as the Grant Manager for the College's Title III and others as assigned.

President/Institutional 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

Priority Initiative #9:
Strengthen the alumni base to support the College.

Office of the President

Athletics

Objective #1: Create a tiered Booster Club organization
Actions:
1. Research existing collegiate booster clubs tiered fundraising efforts.
2. Develop mailing list to invite former student-athletes, community members, parents and area businesses.

ERP/SIS

Objective #1 : Ensure integration of Razor's Edge into the SIS
Actions:
1. Request API credentialing from Razor's Edge
2. Integrate API functioning into the SIS software
3. Test API functioning between Razor's Edge and the SIS

Institutional Advancement

Objective #1: Continue outreach to Alumni to increase awareness about the College and Foundation, encourage philanthropic support, and participation in College Events.
Actions: 1. Cultivate strong alumni that support Vernon College through various methods. 2. Track the number of alumni interactions with Vernon College Assessment Tools: Track the number of Alumni interactions and record increases as measured by social media analytics; the Vernon College Effectiveness Questionnaire Alumni Question and the RE NXT Data Health Center tool. 3. Continue alumni engagement through the annual holiday solicitation mailer, e-greetings for birthdays, social media contacts through the Alumni Facebook page, and other engagement strategies. 4. Recognize alumni through social media post to help strengthen alumni ties with Vernon College.

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/Institutional Effectiveness

Objective #1: 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 #2: 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 3. Ensure increased applications for grants

Priority Initiative #10:
Ensure institutional accountability through effective strategic planning and assessment processes.

Instructional Services

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. Aid faculty in the development of assignments designed for assessment of core objectives.   2. Selection and norming of institutional level rubrics designed for core assessment.   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) and Program/Discipline Evaluation.
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.

Office of the President

Athletics

Objective #1:   Initiate policy that each sport program qualify for post season competition minimally once every 5 years.
Actions:
1. Develop policy statement for approval to be added to Athletic Policy and Procedure Manual.   2. Coaching staffs meet expectations of new policy.

Human Resources

Objective #1 :   Review/update policies in Vernon College Employee Handbook.
Actions:
1. Employee Handbook Committee will review for policy updates and/or amendments on an annual basis through committee meetings and follow up.   2. Approvals of edited product by committee and Vernon College Board of Trustees.   3. Updated version of Employee Handbook made available online, through SafeColleges training and notifications sent to employees.

ERP/SIS

Objective #1 : Compliance with SACS COC Federal Requirements
Actions:
1. Attend Title III Oversight Committee Meetings   2. Attend Student Success Data Committee Meetings

Objective #2 : 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

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/Institutional 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. Publicize institutional accountability metrics
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 ensure ongoing SACSCOC Compliance in preparation for future reports.

Actions:
1. Review/ongoing 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
3. Provide decennial follow-up reports for SACSCOC

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

Admissions and Records

Objective #1 : 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 #2 : 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 CCSSE and SENSE data to increase survey driven scores for financial aid
Actions:
1. Review CCSSE and SENSE data to identify higher performing schools in financial aid areas and review their processes, policies, procedures, practices, and programs.

Objective #2 :   Compliance with SACS COC Federal Requirement 4.7
Actions:
1. Attend the annual Department of Education conference and other professional development opportunities

Student Services

Objective #1: Accurately describe and publish Student Service and Vernon College efforts to follow all local, state and federal procedures and laws in regards to sexual harassment and discrimination.
Actions:
1. Review the Vernon College Student Handbook, Vernon College General Catalog, and Vernon College website
2. Write a paragraph describing Vernon College's current policies, practices, and procedures which cross reference Title IX related laws
3. Add a paragraph explaining Vernon College's observance Title IX to the Vernon College website, the Vernon College Student Handbook, and Vernon College General Catalog

Student Success/Title III

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 ERP/SIS as needed in response to U4SM implementation time frame from the U4SM vendor.   2. Participate in U4SM implementation by providing department and grant relevant information in the U4SM areas of System, Training and Development, and Continued Process Improvement.

Reviewed and approved by College Effectiveness Committee on March 29, 2019
Reviewed and approved by Board of Trustees on