



**2020-2021  
Annual Action Plan  
Summary**

**Regular Board Meeting  
Wednesday, March 11, 2020**

Approved by the College Effectiveness Committee, February 28, 2020  
Officially reviewed and adopted by the Board of Trustees, March 11, 2020

**2020-2021**

**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 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 27, 2019

*Officially approved and adopted by the Board of Trustees on October 9, 2019*

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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 career/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 Monitor and maintain security efforts on college campus and learning centers
- #10 Provide the technical infrastructure, cybersecurity, and accessibility 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 27, 2019

*Officially approved and adopted by the Board of Trustees on October 9, 2019*

## Vernon College

### Primary Goals for 2020-2024

- 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 that meet the needs of our **service area**.

Approved by the College Effectiveness Committee on October 18, 2019

*Officially approved and adopted by the Board of Trustees on November 13, 2019.*

## Vernon College

### Priority Initiatives for 2020-2021

- #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.

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*Officially approved and adopted by the Board of Trustees on November 13, 2019*

# Vernon College Annual Action Plan 2020-2021

## 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 as applicable to Instructional Services.
2. 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 via new Assessment Evaluation Feedback and Intervention System (AEFIS).

### Office of the President

#### Athletics

**Objective #1:** Increase all coaching staff's utilization of high school sports programs and high school coaches for recruiting purposes.

**Actions:**

1. Continuation of Recruit Contact form.
2. Online based form that is to be completed by potential student-athletes.

#### Enterprise Resource Planning/Student Information System

**Objective #1 :** Formalize workflow processes for new SIS 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. 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 (March-August and October-January).
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; Zavala 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, Zavalia, 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 ElectriCrittters, 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, 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 implementation of the Title III Student Success Pathway (SSP)
5. Explore staffing needs to ensure effective retention/completion efforts.
6. Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.

## 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 an electronic communication plan 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 Student Information System workflow document to include refinements and additions to “Student Success thru Communication” project as mandated by the 60x30TX initiative
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. Counsel 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 during the fall, spring and summer semesters
6. Provide financial aid outreach presentations to high school students/parents, counselors, and community members throughout the Vernon College service area.

**Objective #2 :** Increase total financial aid awarded annually, as reported in the financial aid Key Performance Indicators of Accountability (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 times
2. Send second notice letter to all students who have not responded to their financial aid status letters
3. Once a new Student Information System (SIS) 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 Success**

**Objective #1:** Institutionalize programs/interventions intended to provide intensive guidance to at-risk students post Title III grant.

**Actions:**

1. Create a communication plan to outline strategies to reach all constituents for purposes of educating and informing.
2. Collaborate with program coordinators and discipline faculty to identify components of course success in an effort to bridge the knowledge gap and better support students.
3. Continue to refine the process for identifying at-risk students including the use of focus groups.

**Objective #2:** Continue to evaluate the Student Peer Mentor Program as a student engagement intervention and pipeline to academic support.

**Actions:**

1. Pilot assigning peer mentors to mentees prior to course enrollment during each registration period.
2. Continue to explore engagement opportunities for both mentors and mentees.

**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:** Participate in the Student Success Pathways institution wide initiative.

**Actions:**

1. Update degree plans and transfer guides for all programs as part of Texas Guided Pathways, SB 25, 60x30TX Improvement Task Force.
2. Professional Development and training for implementation of Student Success Pathways advising practices.

**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.
3. Continue to review and monitor curriculum and modalities.

## Office of the President

### Athletics

**Objective #1:** Inquire about the possibility of creating a biology tutor lab for student-athletes.

**Actions:**

1. AD will visit with Division Chair
2. Head Coaches will submit availability times for possibility of tutor lab.
3. Utilization of sign in form to verify overall usage of the tutor lab

### 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 the new SIS.
2. Develop and test the early alert system in the new SIS.

### 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, scholarships, 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. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.
2. Continue to raise \$275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. 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.

5. 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.
6. 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 Zavala, 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/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 implementation of the Title III Student Success Pathway (SSP)
4. Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.

**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. Selection new 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, Campus Carry, Website Improvement, and Texas Guided Pathways, SB 25, 60X30TX)

**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. Student Information System 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

### Financial Aid

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

**Actions:**

1. Continue to provide entrance and exit loan counseling opportunities for student loan borrowers
2. Continue to contract with a default prevention servicer to provide grace counseling and default prevention services for delinquent student loan borrowers

### Dean of Student Services, Counseling, Testing

**Objective #1 : Update Vernon College Texas Success Initiative Policy to reflect changes in the Texas Success Initiative statewide placement testing by the Texas Education Coordinating Board (THECB).**

**Actions:**

1. Update Vernon College Texas Success Initiative Policy Manual to reflect “Texas Success Initiative 2” updates for state-wide placement testing.
2. Publish updated Vernon College “Texas Success Initiative 2” Policy Manual to Vernon College website and provide to all relevant Vernon College personnel.

### Counseling and Career Services

**Objective #2: Increase awareness of opportunities at Vernon College to a target group of students at a poor or underperforming high school in the Vernon College service area.**

**Actions:**

1. Identify an underserved and/or poor performing high school in the Vernon College service area, with which to collaborate.
2. Goal is to educate students on the educational opportunities available through Vernon College and/or assist them in identifying potential employment opportunities.
3. Create and deliver a pilot program that includes visits to the selected high school by specific VC staff.
4. Seminars will include: life planning, career planning (interest inventories and possibly aptitude testing), job search, cover letter, and resume writing, educational program searches, and scholarship and financial aid applications.
5. Provide a report to Vernon College administration outlining visits and subsequent outcomes produced through pilot program.

### Testing

**Objective #3 : Provide automated, 24-hour access to Testing Center appointments for current and potential students, in an effort to better track Testing Center usage.**

**Actions:**

1. Research and identify potential scheduling software.
2. Pilot potential scheduling software.
3. Provide recommendations, complete with pros and cons, to Vernon College student services administration.
4. Purchase, load, and utilize Testing Center scheduling software.

### Career Services

**Objective #4 : Encourage more Vernon Campus students to utilize career services technology-based offerings, such as career interest inventories, Career Coach, online employment applications, resume’ and cover letter creations, as well as researching transfer colleges and universities.**

**Actions:**

1. Reorganize existing student services office space to create an area for 2 computer terminals.
2. Purchase desks, chairs, and bookshelves.
3. Purchase two computers and a shared printer with access to the internet.
4. Advertise to Vernon Campus faculty and students.
5. Track usage and provide semester reports to student services administration.

**Student Activities and Housing****Objective #5 : Create new clubs and organizations to interest current Vernon College students.****Actions:**

1. Explore other e-gaming organizations at other colleges/universities.
2. Investigate level of interest through fall semester 2020 Vernon Campus student survey, and create a possible pilot program.
3. If sufficient interest is determined, create a designated area for e-gaming from existing Vernon College space.
4. Track participation and success in e-gaming offerings, and provide a report to student services administration as to the need, desire, and feasibility of continuing the club.

**Student Success**

**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. Assist with implementing the recommendations of the Texas Guided Pathways, SB 25, 60x30TX Improvement Task Force.
2. Continue to provide training/professional development in proactive and intrusive advising.

**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. Provide professional development for academic and CTE faculty.
2. Utilize Assessment Evaluation Feedback and Intervention System (AEFIS) to disaggregate data on ESCR and program/Discipline Evaluation to drive institutional improvement.
3. Presentation of results to Division Chairs, Program Directors & Coordinators, and/or Academic Council

**Office of the President**

**Athletics**

**Objective #1:** Improve quality of communication between faculty and athletic departments.

**Actions:**

1. Initial meeting with VP of Instruction, Faculty and Athletic Department.
2. Follow-up meeting with AD and VP of Instruction.
3. Explore the possibility of re-implementing of 6-week grade check system.

**Objective #2 :** Expectation for each team to achieve a GPA of 3.0

**Actions:**

1. Require a minimum study hall time of at least one hour per session.
2. Inquire about the decrease in scholarship dollars if student-athlete withdraws from a course.

**Enterprise Resource Planning/Student Information System**

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

**Actions:**

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

## President/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, and QEP Implementation Committee in the promotion and integration of the Success through Inquiry Quality Enhancement Plan.
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**

**Objective #2 :** Support the QEP and IBL by improving student access to informational resources and services.

**Actions:**

1. Redesign the Library Homepage. The homepage provides a gateway to article databases, books, library assistance, and other informational materials. The new design will improve the organization of content, thus making it easier to locate and navigate to resources on the page.
2. Upgrade the library's online catalog. The new upgrade will offer a more user-friendly search interface, a seamless integration of electronic books, and a virtual bookshelf for promoting new books and e-books. The upgrade will also feature improvements and enhanced functionalities for circulation and cataloging modules.
3. Apply updates to pages as needed to ensure homepage remains an up-to-date and relevant source of information for website visitors. Update orientation webpage and monitor user surveys for recommendations for improvement of the site.

**Office of the President**

**Athletics**

**Objective #1:** Sports Day T-Shirts that support and project the importance of Quality Enhancement Plan.

**Actions:**

1. Distribution of 800+ t-shirts with Quality Enhancement Plan logo.

**Objective #2:** Continue to engage our student-athletes in a higher quality of successful study hall times.

**Actions:**

1. All cell phones are to be taken up by coaches at the beginning of study hall.

2. Increase study hall time to be a minimum of 1 hour per study hall session.
3. Requirement of additional study hall times for those receiving an early alert.

### **Enterprise Resource Planning/Student Information System**

**Objective #1 :** Ensure the SIS 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 SIS 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.
4. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, scholarships, 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. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.

### **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 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 with 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), Admit Me VC, and Chap Express
2. Outreach to financial aid applicants with personalized letter from the VC President
3. Provide financial aid outreach presentations to high school students/parents, counselors, and community members throughout the year.
4. Review CCSSE or SENSE scores and results with staff and discuss ideas for improvement of financial aid advising and services
5. Explore additional texting of students in order to improve communications
6. Explore creation of Financial Aid Webinar

### Recruiting

**Objective #1 :** Participation and Promotion of Quality Enhancement Plan

**Actions:**

1. Participation in Quality Enhancement Plan orientation
2. Assist with the delivery of the communication plan to prospective students

### Student Success

**Objective #1:** Provide support in year two of the implementation of the Quality Enhancement Plan which focuses on improving student learning through the use of Inquiry Based Learning strategies.

**Actions:**

1. Collaborate with QEP instructors to identify components of course success and student learning outcomes for purposes of incorporating strategies in student success programming.
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**

**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 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 #2 :** Attend BUC\$ Business Office User Group Conference

**Actions:**

1. Include sufficient funding in the budget to cover travel and conference fees.
2. Enroll Christie and Malinda 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. Training in Student Success Pathways Advising
  - c. 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.
  - d. Opportunities for improvement as identified by course evaluations, End of Semester Course Review (ESCR) instrument, and faculty/ staff evaluations.
  - e. Success through Inquiry Quality Enhancement Plan
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:** Each head coach will be expected to attend a minimum of one outside professional seminar/conference specific to his/her sport.

**Actions:**

1. Use existing budgetary dollars to attend sport specific seminar/conference.

### 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 SIS provider

**Actions:**

1. Migration of data into the new SIS System
2. Migrated Data validated I the new SIS 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 SIS Annual Conference
2. Attend Dynamics GP Annual Conference
3. Attend Annual Conferences for API Initiated Systems

### Human Resources

**Objective #1 :** Make training available to faculty/staff in addition to that provided by the Professional Development team through SafeColleges online training system.

**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 TACCA and TACCHRP conferences.
2. Attend annual GPUG conference.
3. Participate in online trainings related to ERP system.
4. Participate in any benefits trainings and other online related training offered to enhance knowledge of current benefit offerings.
5. Participate in any other related 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 2020 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. Attend the Carnegie Dartlet Marketing Innovation Conference to learn the specifics of using all current media and platforms to target prospective community college students.
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.
4. Tour community colleges in Texas who have increased their enrollment and learn their best practices.

### **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
2. Continue in-house Leadership Academy to develop potential/future leaders in Higher Education.
3. Continue to promote and support development of in-house professional development opportunities.

**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 (Nashville, TN)
2. Participate in SACSCOC Summer Institute (QEP Representatives)
3. Participate in TAIR preconference and conference (Denton, 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 :** Strive to 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

### Student Success

**Objective #1:** Plan and organize faculty and staff development and training (in-house opportunities) designed to communicate and promote improve proven student success practices.

**Actions:**

1. Work with the Director of Quality Enhancement/Professional Development Chair to offer sessions during Fall and Spring Kickoff when applicable.
2. Work with the Director of Quality Enhancement/Professional Development Chair to offer student success related sessions each semester.

**Priority Initiative #6:**

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

**Administrative Services**

**Physical Plant**

**Objective #1 :** Update 2021-2022 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 08-31-2021 - 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 08-31-2021 – Wichita Falls

**Actions:**

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

**Objective #4 :** 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 #1 :** Hire replacement for VP of Administrative Services

**Actions:**

1. Post position and advertise for candidates.
2. Interview and hire next VP of Administrative Services.
3. Train with current VP to enhance continuity.



## Instructional Services

### 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.
  - Computer and Information Sciences Instructor (9 mon)
  - Retention Specialist for Allied Health (9 mon-RN/LVN) – (may be part of new Advising Model)
  - Economics/Government Instructor (9 mon)
  - LVN Faculty for Night program (12 mon)
2. Review and prioritize need for:
  - ADA Testing Coordinator
  - Police Academy/Criminal Justice faculty assistant
  - Increase Congregate meals staff pay by \$0.75/hour.
3. Recruit qualified adjuncts (adjunct course load limited to 9 load hours per long semester).
4. Maintain a minimum full-time to part-time faculty load ratio of 65%:35% within disciplines/programs.

**Objective #2:** 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. Medical Lab Technician
  - b. Radiology Technician
  - c. Diesel Technology
  - d. Mechanical maintenance/millwright
  - e. Construction
  - f. RN Bridge Programs (Military → RN, Paramedic → RN)
  - g. Cybersecurity
  - h. Truck Driving
  - i. Court Reporting

## Office of the President

### Athletics

**Objective #1 :** Purchase of new scoreboard for baseball field

**Actions:**

1. Obtain a minimum of three competitive bids on a scoreboard with similar features and style from three differing companies.
2. Find funds
3. Purchase chosen scoreboard
4. Install purchase scoreboard and initialize functionality.

### 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. 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/new positions.

**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 to a larger applicant pool in a cost effective manner.

**Objective #2 :** Replace retiring HR director

**Actions:**

1. Post/recruit for vacancy.
2. Follow Vernon College process/policy for hiring.
3. Fill position with time for training of new employee prior to current employee leaving.

## 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, scholarships, 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. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.
2. Continue to raise \$275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Continue the annual on-line auction to raise funds for departmental grants.
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.

## 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, 2021**

## 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:** 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
2. Explore strategic planning software options

**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

**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

### Housing

**Objective #1 :** Provide updating to campus housing for students.

**Actions:**

1. Update as many of the resident student bathrooms as possible, during the summer break 2021.

### Student Activities and Housing

**Objective #2 :** Review and update select job titles to adequately describe current duties.

**Actions:**

1. Review and update the job description for the Director of Housing.
2. Rename the position the Director of Campus Life.
3. Permanently combine the current salary with the current stipend into one position.

**Student Success**

**Objective #1:** Integrate and maintain innovative technologies, including hardware and software, to increase efficiency and effectiveness.

**Actions:**

1. Continue to utilize technology to enhance access and the student experience (e.g., Calendly, Zoom, AEFIS).
2. Continue to support the Vernon College student information system initiative.

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

## **Administrative Services**

### **Information Technology**

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

**Actions:**

1. Update Replenishment List and submit to VP's 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 :** Microsoft Teams

**Actions:**

1. Identify and test with pilot group.
2. Determine procedures / use cases.
3. Rollout to all faculty and staff.

**Objective #3 :** Internal Project Coordinator / Trainer

**Actions:**

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

### **Physical Plant**

**Objective #1 :** Replace phone system on Vernon campus

**Actions:**

1. Research current technologies.
2. Issue RFP for replacement system.

## Instructional Services

### Instructional Services

**Objective #1:** Implement the Assessment Evaluation Feedback and Intervention System (AEFIS) modules for measuring Course Evaluation, Program/Discipline Evaluation, Core Assessment, End of Semester Course Reviews (ESCR), QEP assessment, and shared utilization with Student Success Modules

**Actions:**

1. Actively participate in professional development activities relative to utilization of the new Assessment Evaluation Feedback and Intervention System (AEFIS) modules.
2. Convert current Instructional Services processes and practices to the new AEFIS software including but not limited to:
  - a. Course Evaluations
  - b. Program/Discipline Evaluations
  - c. Core Assessment of Signature Assignments
  - d. ESCR assessments
  - e. Other modules in conjunction with Student Services

## Office of the President

### Athletics

**Objective #1:** Create centralized and unified game streaming capabilities.

**Actions:**

1. Meet with RunBiz to discuss needs to increase capabilities
2. Implement successful live streaming capabilities for athletic programs.

### Enterprise Resource Planning/Student Information System

**Objective # 1:** Ensure full integration and updates of the new SIS

**Actions:**

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

### 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/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. Coordinate with Vice President of Administrative Services to 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 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 #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 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

### Security

**Objective #1 : Provide technology infrastructure for Vernon College Police reporting.**

**Actions:**

1. Research online police reporting platforms for small schools with multiple campuses.
2. Pilot an online police reporting platform.
3. Purchase online police reporting platform.

### Student Services

**Objective #2 : Provide Student Services support and participation to the Enterprise Resource System/Student Information System (ERP/SIS) selection and implementation process.**

**Actions:**

1. Attend all meetings with potential vendors.
2. Provide supporting documentation, and participate in discovery sessions, as deemed necessary.

**Priority Initiative #8:**

**Sustain and intensify external fundraising to better support the College.**

**Office of the President**

**Athletics**

**Objective #1:** Explore the possibility of charging admission to baseball and volleyball games on Vernon campus.

**Actions:**

1. Meet with President to discuss possibilities of charging gate fee.
2. If approved, determine labor needs and revenue streaming.

**Enterprise Resource Planning/Student Information System**

**Objective #1 :** Ensure system integration of the new SIS and Razor's Edge and Academic Works

**Actions:**

1. Integrate SIS and Razor's Edge
2. Integrate SIS 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 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. 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.

5. 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.
6. Continue to serve as the Grant Manager for the College's Title III and others as assigned.

### **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

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

**Office of the President**

**Athletics**

**Objective #1:** Create a Vernon College Athletics Hall of Fame and online nomination form.

**Actions:**

1. Create online form to be added to VC Athletic Webpage.
2. Research past achievements of former student-athletes, coaches and administrators.
3. Develop Hall of Fame parameters for inductees.
4. Induction ceremony will be held in conjunction with annual Sports Banquet.

**Enterprise Resource Planning/Student Information System**

**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.

**President/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

**Office of the President**

**Athletics**

**Objective #1:** Continue to push expectations of athletic department to meet athletic/academic policy guidelines.

**Actions:**

1. Documentation of season accomplishments and expectations in end of season reviews.
2. Adherence to Athletic Policy and Procedure Manual for post-season requirement.

**Enterprise Resource Planning/Student Information System**

**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 SIS
3. Provide faculty and staff opportunities to review generated data

**Human Resources**

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

**Actions:**

1. Employee Handbook will review for needed updates/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 linked to Vernon College website.

**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. 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. Continue preparation/development of 5<sup>th</sup> Year Report

**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

## 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 Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (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 SACSCOC Section 13: Financial and Physical Resources #6

**Actions:**

1. Attend the annual Department of Education conference and other professional development opportunities

### Student Success

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

**Actions:**

1. Analyze program level assessments both quantitative and qualitative to determine the success and impact of institutionalized programs.
2. Analyze state or nationally normed assessments (e.g., Community College Survey of Student Engagement (CCSSE), Survey of Entering Student Engagement (SENSE)) both quantitative and qualitative to determine the success and impact of institutionalized programs.

Reviewed and approved by College Effectiveness Committee on February 28, 2020

*Reviewed and approved by Board of Trustees on March 11, 2020*