VERNON COLLEGE
VERNON · WICHITA FALLS

2022-2023 Annual Action Plan Summary

Regular Board Meeting
Wednesday, April 13, 2022

Approved by the College Effectiveness Committee, April 1, 2022
Officially reviewed and adopted by the Board of Trustees, April 13, 2022

2022-2023

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
> Inclusion
> 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 10, 2021
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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 10, 2021
Officially approved and adopted by the Board of Trustees on October 13, 2021

Vernon College

Primary Goals for 2022-2026

- 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 November 1, 2021
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Vernon College

Priority Initiatives for 2022-2023

- #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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Vernon College Annual Action Plan 2022-2023
Summary by Priority Initiative

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

Administrative Services

Business Office

Objective #1 : Review billing process
Responsibility: VP of Administrative Services and Student Billing accountant
Statement of Need: Ensure students have easy access to their statement of student account so that they can pay their bill in a timely manner.
Actions: 1. Review current process of posting bills online only in the student portal. 2. Determine if this meets the needs of our students. 3. Improve and update process, if deemed necessary.
Resources and Approximate $: <mark>Institutional Improvement</mark> up to $2000 if it is decided to mail statements again.
Assessment Method: **Date:** August 1   Compare the number of students who have a zero balance by the payment deadline.

Instructional Services

V.P. and Dean of Instructional Services

Objective #1 : Actively engage Instructional Services in the development, promotion, and implementation and/or support of recruiting as identified by college initiatives.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty.
Statement of Need: VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins Data, and THECB 60X30 initiatives.
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. 3. Review number of high school graduates attending VC after graduation based on CTE Navigator interactions
Resources and Approximate $: $2000-3000 – Perkins; <mark>Institutional Improvement</mark>
Assessment Method: Attendance rosters, VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins data, College Snapshot data **Date:** September 30, 2023

Student Success Advisors

Objective #2 : Increase retention rate through proactive interventions.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty
Statement of Need: VC Enrollment KPIA and THECB 60X30 initiatives.
Actions: 1. Coordinate with Student Services to support the Student Success Pathways/Advising initiatives.
Resources and Approximate $: No $. <mark>Institutional Improvement</mark>
Assessment Method: VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA **Date:** September 30, 2023

Office of the President

Athletics

Objective #1 : Through use of current recruiting budgets, the utilization of in-person and on campus visits, to increase coaching staff knowledge of the level of the skill set for potential student-athletes receiving scholarship dollars.
Responsibility: Coaching Staffs
Statement of Need: To improve our competitiveness within the region by increasing our number of athletes with high caliber skill sets.

Actions:
    1. Require coaching staffs to utilize given recruiting dollars to have eyes on in multiple settings of those potential recruits.
    2. Coaching staffs need to have 100% agreement of scholarship dollars offered.

Resources and Approximate $: <mark>Institutional Improvement</mark> and Recruiting Travel Budget
Assessment Method: Expense vouchers for recruiting trips and contact notes on Recruit Form   **Date:** June 2023

Institutional Advancement

Objective #1 : Increase Scholarship Availability for Vernon College Students
Responsibility: Director of Institutional Advancement/Executive Director Vernon College Foundation; Advancement Services Specialist; Grant Developer
Statement of Need: Financial difficulties are often a barrier to students who want to pursue a college education. This oftentimes results in students postponing college, attending part-time, or giving up altogether. A strong scholarship program aids both recruitment and retention efforts. Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks: *At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2014-2015, 2013-2014,2012-2013, and 2011-2012.* Since the implementation of the on-line scholarship application applications have continued to increase from 235 applications in year 1 (2009-2010) to 1,501 total applications in year 9 (2020-2021). The Office also continues to serve as a

"one-stop" shop for questions and assistance with Vernon College/Vernon College Foundation Scholarships and the on-line scholarship application. The need for this was identified in the 2013 SENSE Survey which indicated that students do not feel that there is anyone identified at Vernon College than can assist them with scholarship questions." Question 18i – The College provided me with adequate information about financial assistance" and Question 18j – "A College staff member helped me determine whether I qualified for financial assistance." Since that time, this office has been addressing these deficiencies and has worked with more students and parents to assist with scholarship information each year. Students now regularly contact or are directed to contact this office about scholarship assistance.

Actions:
1. Identify opportunities for additional funding for new and existing scholarships from the public and private sector.
2. Continue to use Blackbaud Award (formerly AcademicWorks) on-line scholarship application, which is a more robust, and mature software. Continue the best practice that scholarship applicants are admitted to the College, which facilitates the Blackbaud Award 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. Manage the Vernon College Foundation Catching the Future and College Connections Dual Credit Scholarship Programs working with the Early College Start Coordinator, the Financial Aid Office and the Business Office.
6. Submit the annual Catching the Future Scholarship Grant to the Vernon College Foundation at their January meeting; seeking grant increases when possible.
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. Continue outreach to Home School Students so that they can also apply for Catching the Future Scholarships.
8. Work with the Early College Start Coordinator and the Admission Office to distribute information about the Vernon College/Vernon College Foundation Scholarship Program to area high school counselors and Home School Networks.
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. Publish the annual Scholarship Award Book that is presented at the Annual Scholarship Banquet, sent to donors who are unable to attend the event, and used in scholarship solicitations.
12. Research, coordinate the preparation of, and write grants for new scholarships.

Resources and Approximate ==Institutional Improvement==: No $

Assessment Method: **Date:**
1. New scholarships created as evidenced by the Memorandums of Understanding signed and additional funds given to existing scholarships as evidenced by gift reports and the Voluntary Survey for Aid to Education by August 31, 2023.
2. New Catching the Future Scholarship Grant approved by the Vernon College Foundation Board of Directors by January 31, 2023.

3. Continue to use the number of completed scholarship applications received in Blackbaud Award (AcademicWorks) in 2017-2018 as a benchmark for future years by August 31, 2023.
4. Information about available scholarships distributed as evidenced by number of applications received through the dual credit process or Blackbaud Award (AcademicWorks) and the annual Financial Aid KPIA report by August 31, 2023.
5. Resolve at least 2% of current outstanding building scholarships as evidenced by communications with donors and/or transfer policy by August 31, 2023.
6. Chair the Vernon College Scholarship Committee in March-April after the application closes, offer and award scholarships, and submit annual report by August 31, 2023.

Marketing and Community Relations

Objective #1 : Creating Awareness of Vernon College and the education offered to recruit more students
Responsibility: Coordinator of Marketing and Community Relations; and Recruiting Coordinator
Statement of Need: Increase enrollment to sustain Vernon College and to meet the mission of promoting a culture of success for our students and communities. Decreased enrollment, along with decreased state appropriations has strained the Vernon College budget. Increased enrollment is vital to Vernon College not only growth of new programs and classes but also to sustain the college. Through marketing, in partnership with recruiting and advancement, Vernon College will be brought to top of mind awareness in the 12 county communities it serves. More exposure at community events will raise the profile of Vernon College which in turn will have more people in our community thinking about education.
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, Tik Tok, Instagram, twitter 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, Electric Critters, and street festivals and parades. 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.
Resources and Approximate $: Institutional Improvement: Crane West marketing firm for advertising, printing, social media advertising – Carnegie Darlett Conference, Digital Summit Annual Conference -- $65,000.
Assessment Method: **Date:** 1. Checking analytics of post that were viewed, and how many resulted in clicks to our website for more information August 31, 2023.

2. Comparison of enrollment numbers from 2021-2022 to ensure marketing is reaching the demographic. A rise in enrollment would show effective marketing strategy. Failure to raise enrollment would indicate further assessment of marketing. August 31, 2023 and on-going.
3. Assess community/high school events and evaluate if they were an effective use of resources. August 31, 2023 and on-going.
4. Review the marketing of scholarship availability to see if it translated to click through to the Blackbaud Award application August 31, 2023

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

Responsibility: Coordinator of Marketing and Community Relations

Statement of Need: Because of the work of the Integrated Marketing/Recruiting Task Force in 2012-2013, the need for a comprehensive marketing/recruiting program was identified. The Task Force formulated a set of recommendations, the first of which was that the task force become a standing committee. Using this set of recommendations as a guide, the Committee will continuously facilitate, monitor, and improve a comprehensive integrated marketing and recruiting plan which results in equitable, consistent and effective marketing, recruiting and enrollment management practices.

Actions:
1. Ensure the Integrated Marketing/Recruiting Committee continues to carry out the recommendations of the Task Force.
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 College Access Coordinator and Early College Start Coordinator with marketing needs and on-site events as requested.
9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook, 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. Page 8 of 90

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 ElectriCritters, etc.
14. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
15. Develop, as needed, new strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

Resources and Approximate $: <mark>Institutional Improvement</mark>: Crane West marketing firm for advertising, printing, social media advertising -- $55,000; Funds to support outside sponsorships such as Zavala, the Martin Luther King, Jr. Breakfast, Riverbed Nature Center Electric Critters, Wichita Falls Literacy Council Annual Spelling Bee, the Hispanic Education Summit, Leadership Wichita Falls annual visit/lunch to Vernon College, area stock show sponsorships, Santa Rosa Rodeo, Vernon Summer's Last Blast, etc. -- $26,000.

Assessment Method: **Date:**
1. Bi-Annual meetings of the Integrated Marketing/Recruiting Committee and mid-year and annual reports filed. January 2022 mid-year report and August 31, 2023 annual report.
2. Maintain relationship with Marketing Consultant by August 31, 2023.
3. Annual website review by August 31, 2023.
4. 4. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by August 31, 2023

President/Planning, Assessment, and Effectiveness

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

Responsibility: President

Statement of Need: Personal observation and continuous improvement; to target the Key Performance Indicators of Accountability (KPIA) benchmarks for Percent of 12 County Service Area High School Graduates who go to College and Financial Aid

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 and VC 2 3000 Task Force
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 Student Success Pathway (SSP)

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $

Assessment Method/Date: As evidenced by meeting notes, annual action plans, KPIA data and budget; Evidence of contact of students with 30 or more semester hours not enrolled; Student Success Pathway document and committee/task force Recommendations **Date:** July 1

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

Responsibility: President

Statement of Need: Personal observation and continuous improvement; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion; Ensure compliance with related SACSCOC standards
Actions: - Review and continue to implement approved plan from the Integrated Marketing/Recruiting Committee and the VC 2 3000 Task Force recommendations   - Monitor KPIA benchmark data   - Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees   - Promote and ensure implementation of the Student Success Pathway (SSP)   - Explore staffing needs to ensure effective retention/completion efforts.   - Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Personnel,</mark> no $
Assessment Method/Date: As evidenced by the Integrated Marketing/Recruiting Committee, SSP, and task forces agendas, minutes and meeting notes; Evidence of process for automatic review and awarding of certificates and degrees; and KPIA data; Student Success Pathway Task Force Recommendations; Texas Guided Pathways, SB 25, 60X30TX Task Force Recommendations   **Date:** July 1

Student Information Systems/Special Projects/Information Security

Objective #1: Provide support and training for Colleague Student Module to ensure adequate knowledge in recruitment and enrollment tools available.
Responsibility: Student Information System Director
Statement of Need: To fully implement and utilize Colleague effectively and to provide a robust system solution which will improve departmental workflows, business processes, productivity, and efficiency campus wide. - The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree.
Actions: - Collaborate with the Recruitment and Enrollment Management offices to automate processes and reduce wait times for prospective students   - Provide training for Colleague Student module.
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: Date:

Survey results from questions from faculty/staff aimed at experience with Colleague Student Module, sign in sheet to measure participation, training agenda, and training materials, evaluation of training. July 2023

Objective #2: Provide support and training for Colleague Retention Alert Module to ensure adequate knowledge in the retention tools available.
Responsibility: Student Information System Director
Statement of Need: To fully implement and utilize Colleague effectively and to provide a robust system solution which will improve departmental workflows, business processes, productivity, and efficiency campus wide. The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree.
Actions: 16. Collaborate with the Enrollment Management and Student Success offices to automate enrolment processes and reduce wait times for prospective students 17. Provide training for Colleague Retention Alert module
Resources and Approximate $: ==Institutional Improvement== and ==Technology==, no $S
Assessment Method: **Date:** Survey results from questions from faculty/staff aimed at experience with Colleague Retention Alert Module, sign in sheet to measure participation, training agenda, and training materials, evaluation of training. July 2023

Student Services

Admissions and Records

Objective #1 : Provide seamless access to Admissions services for applicants
Responsibility: Director of Enrollment Management, College Access Coordinator, and Admissions and Records staff
Statement of Need: Simplification of the Admission process and subsequent enrollment procedures is required to increase student enrollment
Actions: 1. Review Entry/Registration Process to support educational goals and student success 2. Revise and enhance the electronic communication plan for applicants 3. Campaign to notify applicants who are clear to register but have not done so already 4. Evaluate the work flow and use of Soft Doc forms as an effective tool for Admissions Services
Resources and Approximate $: ==Technology== $1000 (Jenzabar Logged Hours) – Time and Effort
Assessment Method: 1. College Effectiveness Questionnaire 2. Enrollment Reports

3. Onsite Registration Questionnaire
Date: August 2023

Objective #2 : Improve student retention and success annually
Responsibility: Director of Enrollment Management/Registrar and Admissions and Records Staff
Statement of Need: Retention and completion standards required by Texas Higher Education Coordinating Board (THECB) and Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
Actions: 18. Send progress letters to notify students of their academic status at semester end 19. Assist Office of Financial Aid with "Get Your PELL on" email campaign
Resources and Approximate $: <mark>Institutional Improvement</mark>, No $$$
Assessment Method: 1. Student retention as measured by Fall to Spring enrollments (THECB CBM001 – Student Report) 2. As evidenced by number of probation/suspension letters sent to students 3. As evidenced by number of "Get Your Pell On" email sent to students
Date: Ongoing annual review with summation by August 2023

Early College Start

Objective #1: Eliminate barriers to dual credit students and increase dual credit enrollment at Vernon College.
Responsibility: Early College Start Coordinator and Dean of Student Services
Statement of Need: Vernon College will follow Texas Administrative Code Title 19, Part 1, Chapter 4, Subchapter D, Rule 4.85 allowing dual credit students to use eligibility scores for TSI requirements.
Actions: 1. Transcribe Texas Administrative Code Title 19, Part 1, Chapter 4, Subchapter D, Rule 4.85 into an easily readable chart for high school officials, high school students and dual credit parents. 2. Publicize eligibility scores for dual credit students to dual credit high school partners through email and inclusion on the Vernon College website. 3. Update Dual Credit Approval Form to include pertinent refund information and high school assurance that high school course scores have been met to reach the eligibility threshold.
Resources and Approximate $: <mark>Institutional Improvement</mark> – no $$
Assessment Method: Emails to high schools partners and publication on the Vernon College website.   **Date:** September 1, 2022

Financial Aid

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

Responsibility: Director of Financial Aid
Statement of Need: Facilitate success for financial aid recipients through retention and completion
Actions: 1. Council financial aid recipients 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. 7. Provide Facebook campaigns to notify students of the availability of financial aid and application procedures. 8. Get Your Pell On email campaign.
Resources and Approximate $: Institutional Improvement: Faculty assistance and telephone/supply/travel budget of approximately $1,000
Assessment Method: Financial Aid staff signatures on drop and withdrawal forms. Early Alert contact log. Number of students signed up for text messages and number of texts/emails sent. Number of Free Application for Federal Student Aid (FAFSA) applicants. **Date:** August 2023

Objective #2: Proportionally with credit enrollment increases, increase total financial aid awarded annually.
Responsibility: Director of Financial Aid
Statement of Need: Target the Key Performance Indicators of Accountability (KPIA) Financial Aid benchmarks.
Actions: 1. Monitor KPIA financial aid benchmark data. 2. Throughout the award year, monitor the number of awarded aid applicants, and the processing times. 3. Send second notice letter to all students who have not responded to their financial aid status letters. 4. Implement electronic forms to improve services for students and streamline the application process. 5. Periodic meetings with financial aid staff to discuss methods to streamline and simplify the financial aid application process as much as feasible and reduce internal processing time per Institutional Student Information Record (ISIR).
Resources and Approximate $: Institutional Improvement: Supplies and postage: $500
Assessment Method: Key Performance Indicators of Accountability (KPIA) information, and amount of aid awarded as per the Fiscal Operations Report and Application to Participate (FISAP) and Texas Higher Education Coordinating Board (THECB) reports. **Date:** December 2023

Recruiting

Objective #1: Continuous implementation and improvement of enrollment management plan
Responsibility: Director of Enrollment Management/Registrar and College Access Coordinator
Statement of Need:

To define the current state of new student enrollment. Aim is to make data-informed and data-driven decisions and to use historical information to help drive the future of Vernon College. As evidenced by the Key Performance Indicator of Accountability (KPIA) Percent of 12 County Service Area High School Graduates who go to College

Actions:
1. Attain outreach and recruitment goals
2. Continue strong relationships with area ISDs, agencies, churches, and organizations
3. Monitor KPIA benchmark data
4. Identify early intervention opportunities to ensure college readiness
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
7. Implement suggestions/recommendations from VC 2-3000 Task Force

Resources and Approximate $: <mark>Institutional Improvement</mark>: Recruiting materials $7500 Travel $3000 Memberships $2000 Virtual Events $2000; Technology

Assessment Method:
1. Student enrollment as measured by Fall to Spring enrollments (THECB001s)
2. Recruiting report submitted to the Integrated Marketing and Recruiting Committee
3. KPIA benchmark data
4. As evidenced by recruiting/prospect quarterly reports

Date: Ongoing annual review with summation by September 2023

Objective #2 : Enhance and revise in depth communication plan to prospective students to encourage enrollment
Responsibility: Director of Enrollment Management/Registrar and College Access Coordinator
Statement of Need: Frequent communication in a relevant format is necessary to increase student enrollment
Actions:

1. Revision of communication plan for prospective students leading to application and enrollment
2. Create a QR code that directs students to a secure google form. They will type in all of the information we require them to fill out on a prospective student card. The Google form will then auto populate into an excel spreadsheet
3. Print the QR code on high quality media (foam boards, flyers etc.) and then hand out amongst College Access/Recruiting, Early College, CTE Navigator, CTE Directors and CE Director
4. Spreadsheet will be checked weekly and contact will be made with prospective students no longer than two weeks later.
5. Explore any other alternatives or best practices to communicate with prospective students outside normal business hours that may evolve or change from current means

Resources and Approximate $: <mark>Institutional Improvement:</mark> Postcard $7000 Letters $1000 Email Campaign $2200; Technology

Assessment Method:

1. Survey Monkey of incoming students on the impact of the communication plan
2. Modification of report to identify communication barriers and strategies to overcome obstacles.
Date: Ongoing annual review with summation by August 2023

Student Success

Objective #1: Ensure programs/interventions reach and provide prospective students with the support they need to successfully enroll with the ultimate goal of retention and completion.
Responsibility: Student Success Pathway Director, Student Success Specialists
Statement of Need: As state and national initiatives continue to advocate for proactive, college-wide approaches to student success, Vernon College student support services personnel must work together to provide such programming. The following demonstrate a level of perceived success with room for improvement.
– The Vernon College Effectiveness Questionnaire Summary – September 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree, and Provides strong student support services to meet the needs of students 84% Strongly Agree/Agree, Provides students with opportunities for personal development in addition to academic development 81% Strongly Agree/Agree
– Community College Survey of Student Engagement (CCSSE) data indicates improvement in student support services over the span of the Title III grant and saw slight decreases post-onset of the pandemic. VC will continue to provide these impactful support services to at-risk students while addressing issues resulting from the impact of the pandemic. CCSSE Questions: 9b. Providing the support you need to help you succeed at this college (2015 = 3.03, 2019 = 3.18 5% increase, 2021 = 3.16), 9d. Helping you cope with your non-academic responsibilities (work, family, etc.) (2015 = 2.08, 2019 = 2.29 10% increase, 2021 = 2.17).
– Texas Pathways Action and Assessment Plan Action Item: 1) Helping students explore academic and career interests. Available options will be added to new student orientation, 2) Each student will discuss program selection with an advisor and map their pathway at second advising appointments, 3) Employment opportunities/expected wage associated with Vernon College program offerings will be identified in recruitment activities/information, 4) Students will discuss program selection with their advisor during third semester advising appointment
– SACSCOC Student Achievement 8.1, 8.2.c; Academic and Student Support Services 12.1
Actions:
1. Review the Texas Success Initiative interdepartmental processes to maximize efficiency and effectiveness with the student experience at the forefront.
2. Identify student groups (using Aviso software) who have applied or previously enrolled and develop and deploy recruitment/retention interventions specific to these groups.
Resources and Approximate $: <mark>Institutional Improvement</mark>, <mark>Technology</mark> – use of Aviso software $ budgeted institutionally, staff time and effort
Assessment Method: **Date:**

1. Processes improved, dates implemented. August 2023
2. List of student groups identified and corresponding interventions deployed, number of enrollments due to efforts. August 2023

Testing

Objective #1: Provide interest inventories to students who have applied for admission to Vernon College.
Responsibility: Testing Center Coordinator
Statement of Need: Some Vernon College students are undecided about their major and unsure where to start. The Vernon College testing Center can offer the Focus2 Career inventory to help students begin their educational journey.
Actions: 1. Work with Admissions and Student Success to identify students who have applied but not declared a major at Vernon College. 2. Reach out to those students via email and text offering them a free interest inventory. 3. Track students who take part in this free program. 4. Survey students to determine their perceived benefit from the inventory.
Resources and Approximate $: <mark>Institutional Improvement</mark>– no $$
Assessment Method: Number of students who take the Career inventory between September 1, 2022 and July 15, 2023.   Survey results of perceived benefit. **Date:** August 2023.

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 student residence halls.
Responsibility: VP of Administrative Services and Vernon Facilities Director
Statement of Need: Both residence halls are outdated and unappealing to prospective students. New flooring and updated bathrooms would benefit our recruiting effort.
Actions: 1. Form a committee of staff and students to discuss needs. 2. Develop a schedule to accomplishing renovations. 3. Post an RFP for contractors and lock in the cost. 4. Award contract for construction. 5. Oversee renovations from start to finish.
Resources and Approximate $: Facilities - $7500 per room
Assessment Method: **Date:** August 1 Inspection of rooms upon completion of work

Instructional Services

V.P. of Instructional Services and Vernon College Pathways Taskforce

Objective #1 : Participate in the Student Success Pathways institution wide initiative.
Responsibility: VP of Instructional Services, Division chairs, Program Directors and Coordinators, faculty
Statement of Need: Vernon College KPIAs, THECB performance based funding
Actions: 1. Maintain degree plans and transfer guides for all programs as part of Texas Guided Pathways and SB 25 2. Coordinate with Student Services regarding pathways implementation and best practices.
Resources and Approximate $: No $; Institutional Improvement
Assessment Method: Professional Development calendar and attendance logs, CCSSE results, SENSE results, VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA, Texas Guided Pathways Initiative Action Plan Final Report. **Date:** September 30, 2023

Distance Education & Learning Technologies

Objective #2: Evaluate the quality/rigor of online courses for student success.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Director of Distance Education & Learning Technologies, Division Chairs, Program Directors & Coordinators.
Statement of Need: Based upon current ROI results, continue to improve quality and rigor for identified online courses.
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).
Resources and Approximate $: No $ – <mark style="background-color:#00ff00">Institutional Improvement</mark>
Assessment Method: ROI, Professional development participation, Course Evaluations using Assessment Evaluation Feedback and Intervention System (AEFIS) **Date:** September 30, 2023

Division Chairs over Developmental Education

Objective #3: Continue to monitor and evaluate success of redesigned developmental education plan.
Responsibility: VP of Instructional Services, Division Chairs, Developmental Education Faculty.
Statement of Need: State mandated changes, Performance Based Funding - Momentum Point component, Student Success as measured by retention & completion.
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.
Resources and Approximate $: No $ – <mark style="background-color:#00ff00">Institutional Improvement</mark>
Assessment Method: Course success rates in developmental courses, success rate of developmental students in subsequent academic courses; Course Completion KPIA Benchmark; Graduation, Retention and Persistence KPIA Benchmark, Milestone/Success Points KPIA Benchmark **Date:** August 2, 2023

VP and Dean of Instructional Services, Program Director/Coordinator

Objective #4: Attainment of ACEN and CoAEMSP accreditations
Responsibility: VP of Instructional Services, Dean of Instructional Services, Program Director/Coordinator
Statement of Need: Increase licensure, transferability, recruitment, placement rates for RN and EMS students.
Actions: 1. Write and submit self-studies to respective accrediting agencies. 2. Obtain Letter of Review from CoAEMSP.

3. Obtain Candidacy from ACEN.
Resources and Approximate $: $5,000-EMS $30,000-ACEN – <mark>Institutional Improvement</mark>
Assessment Method: Receive initial accreditation approvals   **Date:** August 2, 2023

Office of the President

Athletics

Objective #1: Provide ancillary support for new Pathway for Student Success.
Responsibility: Athletic Department
Statement of Need: Raise the rate of graduation/completion among student-athletes.
Actions: 1. Work cooperatively with Student Advising and Academic leadership on course and time offerings.   2. Promote face-to-face course offerings.
Resources and Approximate $: <mark>Institutional Improvement</mark>, No $$
Assessment Method: Number of student-athletes graduating and/or completing degrees and certificates.   **Date:** May 2023

Institutional Advancement

Objective #1: Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the areas of scholarship and departmental support.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Grant Developer
Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support, endowed positions, and program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as faculty/staff professional development, program/department support, or equipment.
Actions: 1. Continue to raise $275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.   2. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.

3. Research foundation, corporate foundation, 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.
4. 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.
5. Serve as the Grant Manager for college grant programs as assigned.

Resources and Approximate $: Institutional Improvement: No $

Assessment Method: Date:
1. $275,000 raised from current donors and identified new donors, implementation of pilot affinity group solicitations, other giving strategies, and grants as evidenced by reports provided for monthly Board of Trustees meetings, Foundation quarterly meetings, and the Voluntary Survey for Aid to Education (VSE) by August 31, 2023.
2. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2023.
3. Ensure that all managed grants continue to comply with all Federal and State of Texas rules and regulations as shown by the College's Annual Audit by December 31, 2022.

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.
Responsibility: Coordinator of Marketing and Community Relations; Director of Institutional Advancement/Executive Director, Vernon College Foundation
Statement of Need: Philanthropic support provides increased funding for the "tools" that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Online giving to the Foundation General Fund or to a specific scholarship will increase the dollars available to scholarship recipients.
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.
Resources and Approximate $: Institutional Improvement: Included as part of, Crane West marketing firm for advertising, printing, social media advertising -- $55,000.
Assessment Method: Date:
1. New scholarships developed and more building scholarships completed or status resolved as compared to the number of building scholarships at the end of the 2020-2021 fiscal year by August 31, 2023.
2. Year to year comparison of fund balances and fund creation.

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
Responsibility: Coordinator of Marketing and Community Relations
Statement of Need: To meet the mission of Vernon College must continue to develop and implement marketing/communication strategies through such vehicles as the President's Annual Report, targeted marketing strategies, web and social media strategies, and visible support of selected community events. These publications show Vernon College serving our area and awareness of access.
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, Facebook, Instagram, Tik Tok, 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.
Resources and Approximate $: <mark>Institutional Improvement:</mark> Crane West marketing firm for advertising, printing, social media advertising -- $55,000; Funds to support outside sponsorships such as Zavalia, the Martin Luther King, Jr. Breakfast, Riverbed Nature Center Electric Critters, Wichita Falls Literacy Council Annual Spelling Bee, the Hispanic Education Summit, Leadership Wichita Falls annual visit/lunch to Vernon College, area stock show sponsorships, Santa Rosa Rodeo, Vernon Summer's Last Blast, etc. -- $26,000; Attend Annual Conferences, Digital Media Summit Online-- $0; Publish the President's Annual Report -- $7,500
Assessment Method: **Date:** 1. Annual review of procedures, processes and practices for maintaining the Vernon College website by August 31, 2023 and ongoing. 2. President's Annual Report disseminated by February 2023

3. Review analytics of social media pages to ensure click through to Vernon College Website August 31, 2023.

Police/Security

Objective #1 : Maintain a safe, secure, and inclusive campus community by assisting in the recruitment and retention efforts at registration and other recruitment efforts.
Responsibility: Director of Campus Police
Statement of Need: Instill community policing efforts to encourage and promote student recruitment and retention through personal engagement.
Actions: 1. Registration 2. Recruitment Events 3. Student Activity Events 4. General Safety Awareness for VC employees and students
Resources and Approximate $: <mark>Institutional Improvement</mark> no $
Assessment Method: Evidenced through Event Schedules   **Date:** May 2023

President/Planning, Assessment, and 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.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet expected SACSCOC compliance criteria and to improve student learning data results from CCSSE and SENSE; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion
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 Student Success Pathway (SSP) and VC 2 3000 Task Force recommendations 4. Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Assessment/Report Calendar process; Student Success Pathway document, committee and task force Recommendations, Texas Guided Pathways, SB 25, 60X30TX Task Force Recommendations **Date:** Ongoing annual review with summation by July 1

Objective #2: The College will continue to initiate multiple measures of student learning.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: As directed by the Vernon College Mission, CCSSE and SENSE benchmarks, and SACSCOC compliance criteria; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion
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
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes **Date:** Ongoing annual review with summation by July 1

Objective #3: The College will continue to develop appropriate assessment data for course and programmatic decision making.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: Utilization of results from Assessment/Report Calendar for improvement
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. Discovery and training for effective utilization of Ellucian /Colleague
Resources and Approximate $: Institutional Improvement, no $; Technology
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Assessment Calendar process and approval; Ellucian/Colleague training agendas and participation **Date:** Ongoing annual review with summation by July 1

Objective #4: The College will develop and implement multiple assessment measures to review and improve student support services.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: As directed by the Vernon College Mission, CCSSE, and SENSE benchmarks, and SACSCOC compliance criteria
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

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes; Assessment/Report Calendar process and approval; IE Plan Summaries **Date:** Ongoing annual review with summation by July 1

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 – VC 2 3000, ERP/SIS, Student Success Pathway, Campus Carry, Website Improvement, and Texas Guided Pathways, SB 25, 60X30TX)
Responsibility: President
Statement of Need: Input from faculty and staff, personal observation, CCSSE and SENSE benchmarks, and Key Performance Indicators of Accountability Benchmarks
Actions: 1.   Revisit recommendations from each task force
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidence by meeting notes, annual action plans, Institutional Effectiveness plans, and budget   **Date:** July 1

Objective #6: The College will identify, evaluate, and publish goals and outcomes for student achievement appropriate to the Vernon College mission, the nature of students it serves, and the kinds of programs offered.
Responsibility: Director of Planning, Assessment, and Effectiveness
Statement of Need: To ensure review and use of performance data of Student Achievement measures for optimum outcomes. Ensure evidence available to demonstrate compliance with SACSOC 8.1 Student Achievement.

Actions:
    1.   Review and share appropriate disaggregated data for SACSCOC/National Student Clearinghouse metric for measuring graduation rates.
    2.   Review and share student achievement related Key Performance Indicators of Accountability.
    3.   For all student achievement indicators, discuss and document baseline data, goals, and outcomes as well as changes made based on analysis of the graduation-rate data.

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidence by Key Performance Indicators of Accountability, meeting notes, Annual Action Plans, Institutional Effectiveness Plans, and budget   **Date:** July 1

Student Information Systems/Special Projects/Information Security

Objective #1 : Provide the support and training needed to improve student learning, retention, and completion with the use of Colleague.
Responsibility: Student Information System Director
Statement of Need:

To fully implement and utilize Colleague effectively and to provide a robust system solution which will improve student confidence in their academic progress through their academic career with Vernon College.

The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree.

Actions:
1. Increase awareness and use of Colleague Student Self-Service
2. Provide student trainings on how to use Self-Service

Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S

Assessment Method: **Date:**

Survey results from questions from students aimed at experience with Colleague Student Self-Service, sign in sheet to measure participation, training agenda, and training materials, evaluation of training.   July 2023

Student Services

Admissions and Records

Objective #1 : Review list of degrees to insure the correctness and accessibility
Responsibility: Director of Enrollment Management/Registrar, Dean of Instructional Services, and Student Success Director
Statement of Need: Focus on student completion and to meet SACSCOC compliance criteria
Actions: 1. Compare list of degrees with THECB program inventory 2. Monitor the publication of degrees on the Vernon College website and any recruiting materials
Resources and Approximate $: <mark>Institutional Improvement</mark> – No $$$
Assessment Method: 1. As evidenced by Admissions Committee Meeting notes and Catalog Committee Meeting notes 2. Evidence of degrees published on the Vernon College website **Date:** Ongoing annual review with summation by August 2023

Objective #2 : Increase student retention and subsequent completion (graduate) success annually
Responsibility: Admissions and Records staff, ERP/SIS Coordinator, and Student Success Director
Statement of Need: Improve student completion rates as measured in KPIA's
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.

Resources and Approximate $: <mark>Institutional Improvement</mark> – Time and Effort, no $

Assessment Method: As evidenced by THECB CBM009 – Graduation report and THECB CBM00M – Occupational Skills Achievement Report, training/agendas/participation and assessment of participants.

Date: November 2023

Objective #3 : Ensure automatic awarding of degrees/certificates

Responsibility: Director of Enrollment Management/Registrar, ERP/SIS Coordinator, and Student Success Director

Statement of Need: Focus on student completion

Actions:
1. Modification/revision of plan to identify students nearing completion of their program of study (15 semester credit hours)
2. Evaluate the use of Aviso in regard to the automatic review/awarding of certificates/degrees

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $

Assessment Method:
1. Through appropriate reporting methods (IPEDS graduation report, THECB CBM009 – Graduation report)
2. Aviso Analytic Reports

Date: Ongoing annual review with summation by August 2023

Objective #4 : Review of completed degree audits at the end of each semester

Responsibility: Director of Enrollment Management/Registrar

Statement of Need: Focus on student completion and compliance with SACSCOC Section 9 Educational Program Structure and Content 9.

Actions:
1. Ensure at least 25 percent of the credit hours required for an undergraduate degree are earned through instruction offered by Vernon College. (The degree audit will show the student has completed this requirement.)
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.

Resources and Approximate $: <mark>Institutional Improvement</mark> – Time and Effort, no $

Assessment Method: As evidenced certified degree audits stored in the Office of Admissions and Records.

Date: November 2023

Financial Aid

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

Responsibility: Director of Financial Aid and Student Loan Coordinator
Statement of Need: Default rate management is mandatory for the continued participation in Title IV programs.

Actions:
    1. Provide entrance and exit counseling for student loan borrowers.
    2. Provide Annual Student Loan Acknowledgement for student loan borrowers.
    3. Contract with a default prevention servicer to provide grace counseling and default prevention services for student loan borrowers.

Resources and Approximate $: <mark>Institutional improvement:</mark> Default prevention services fees of approximately $40,000
Assessment Method: Cohort default rate as per the Department of Education   **Date:** September 2023

Housing

Objective #1: Assist VC housing residents in networking to find other students enrolled in the same courses to develop study groups.
Responsibility: Director of Housing
Statement of Need: Vernon College continues to encourage collaborative learning and current instructional models all involve student learning and exploration outside of the classroom. Housing will attempt to assist students in developing study groups outside of class by connecting students in the same classes as well as providing a study area (if needed).

Actions:
    1. Develop an electronic forum that students can opt in to that will help students identify other students in the same classes.
    2. Provide an on campus area that is appropriate for study groups of two to ten students.
    3. Track use of the electronic forum and survey students regarding use and benefit.

Resources and Approximate $: <mark>Institutional Improvement</mark> – staff time – no $$
Assessment Method: Track participation from September 2022 to May 2023. Survey all students who participated in May 2023. **Date:** June 2023

Recruiting

Objective #1 : Ensure archived catalogs are accessible to students and constituents
Responsibility: College Access Coordinator and Director of Enrollment Management/Registrar
Statement of Need: Focus on student completion and to meet SACSCOC compliance criteria 10.3
Actions: 1. Review archived catalogs on Vernon College website
Resources and Approximate $: <mark>Institutional Improvement</mark>, personnel time – No $$$

Assessment Method:
    1. As evidenced by Integrated Marketing Meeting notes
    2. Evidence of archived catalogs published on the Vernon College website
Date: July 2023

Student Activities

Objective #3: Provide student leadership activities for students.
Responsibility: Director of Housing and Dean of Student Services
Statement of Need: Vernon College seeks to provide student leadership activities to students that do not require the time commitment, structure, or formality of a Student Government Association.   Vernon College has had success piloting a Chaps LEAD (Leadership, Education, Attitude and Diversity) program at the Vernon Campus. Vernon College Student Services will attempt to begin the same program in Wichita Falls at the Century City and Skills Training Center locations.
Actions: 1. Advertise the program to Wichita Falls Vernon College faculty and students.   2. Provide a six week Chaps LEAD program led by Student Services staff.   3. Complete at least one program in Wichita Falls by the end of the Spring 2023 semester.
Resources and Approximate $: Institutional Improvement – staff time – no $$
Assessment Method: List of students who completed Chaps LEAD program and scholarships awarded.   **Date:** June 2023

Student Success

Objective #1: Continue to refine student success programming intended to provide intensive guidance to identified students for purposes of retention and completion.
Responsibility: Student Success Pathway Director, Student Success Specialists, Student Success Advisors (faculty, career and technical education, special populations)
Statement of Need: As state and national initiatives continue to advocate for proactive, college-wide approaches to student success, Vernon College student support services personnel must work together to provide such programming. The following demonstrate a level of perceived success with room for improvement.   – The Vernon College Effectiveness Questionnaire Summary – September 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree, and Provides strong student support services to meet the needs of students 84% Strongly Agree/Agree, Provides students with opportunities for personal development in addition to academic development 81% Strongly Agree/Agree   – Community College Survey of Student Engagement (CCSSE) data indicates improvement in student support services over the span of the Title III grant and saw slight decreases post-onset of the pandemic. VC will continue to provide these impactful support services to at-risk students while addressing issues resulting from the impact of the pandemic. CCSSE Questions: 9b. Providing the support you need to help you succeed at this college (2015 = 3.03, 2019 = 3.18 5% increase, 2021 = 3.16), 9d. Helping you cope with your non-academic responsibilities (work, family, etc.) (2015 = 2.08, 2019 = 2.29 10% increase, 2021 = 2.17).   – Texas Pathways Action and Assessment Plan Action Item: 1) Helping students explore academic and career interests. Available options will be added to new student orientation, 2) Each student will discuss program selection with an advisor and map their pathway at second

advising appointments, 3) Employment opportunities/expected wage associated with Vernon College program offerings will be identified in recruitment activities/information, 4) Students will discuss program selection with their advisor during third semester advising appointment.

– Vernon College Task Force – Texas Pathways/60X30 Texas/Senate Bill 25 Recommendations and Goals outlining actions to be taken.
– SACSCOC Student Achievement 8.1, 8.2.c; Academic and Student Support Services 12.1

Actions:
1. Identify student wellness topics to highlight through semester awareness activities/events (e.g., suicide prevention, food and housing insecurities).
2. Facilitate the purchase and implementation of therapy assistance online to be used in student wellness programming.
3. Develop advisor assessment instruments to be incorporated as part of the annual professional review process.
4. Transition student perception surveys to AEFIS including mapping students to assigned Student Success Advisor/Student Success Specialist.

Resources and Approximate $: Institutional Improvement, Technology – purchase TAO software $5,500 (preapproved by DRJ) budgeted institutionally, existing AEFIS software $ budgeted institutionally, staff time and effort

Assessment Method: **Date:**
1. List of wellness topics and activities/events. August 2023
2. Contract, implementation date. August 2023
3. Assessment instrument, advisor training meeting date, date approved to be included in annual professional review. August 2023
4. Survey results from AEFIS and analysis. August 2023

Veterans Affairs

Objective #1: Make Veterans Affairs (VA) files electronically available to VA staff regardless of staff location.
Responsibility: Coordinator of Veterans Affairs
Statement of Need: All Veterans Affairs paperwork is only available in hard copy, locked in filing cabinets at the Century City location. Current VA staff travel between all VC locations. Digitization of VA paperwork is available through use of Docubase – an existing VC program. Digitizing this paperwork will allow VA staff to access files and help students regardless of what location the staff member is at that day.
Actions: 1. Purchase an appropriate scanner for VA services at the Century City location. 2. Hire and train a VA workstudy to focus on scanning VA paperwork. 3. Scan all VA paperwork for the last six years – 2015-2021.
Resources and Approximate: Technology – Approximately $600 to be taken from already existing VC budget – no $$
Assessment Method: Scanning of VA files will commence with employment of a VA workstudy beginning September 2022 and track number of files digitized in May 2023. **Date:** May 31, 2023.

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

Instructional Services

Instructional Assessment

Objective #1 : Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment
Statement of Need: THECB and SACSCOC criteria, Institutional Improvement
Actions: 1. Selection and/or editing of institutional level rubrics for evaluation of core objectives. 2. Provide professional development to faculty on use of and calibration to rubrics for assessment. 3. Provide professional development to faculty on creation of appropriate assessments, which serve as valid student artifacts for core assessment.
Resources and Approximate $: None - <mark>Institutional Improvement</mark>
Assessment Method: Number of finalized rubrics created, Percentage/number of core faculty completing professional development, Results of core curriculum assessment **Date:** September 2023

Objective #2: Continue to refine processes and methods for assessing the core objectives (general education outcomes) in non-core curriculum and CTE courses.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment
Statement of Need: THECB and SACSCOC criteria, Institutional Improvement
Actions: 1. Review and revise curriculum maps for all courses, as needed. 2. Provide professional development to faculty on assessment of core objectives.
Resources and Approximate $: None, - <mark>Institutional Improvement</mark>
Assessment Method: Number/percentage of curriculum maps completed, Number/percentage of faculty attending professional development, Results of core objective assessment **Date:** September 2023

Objective #3 : Continue to refine, increase emphasis on, and utility of Faculty Course Evaluations (formerly End of Semester Course Review)
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment
Statement of Need: THECB and SACSCOC criteria, Institutional Improvement
Actions: 1. Review and revise curriculum maps for all courses in AEFIS, as needed.

2. Ensure departmental responses to core objective assessment results are incorporated into faculty course evaluations.
3. Provide professional development to faculty on utilization and importance (attainment of course-level objectives and core objectives) of faculty course evaluations.

Resources and Approximate $: None - <mark>Institutional Improvement</mark>

Assessment Method: Number/percentage of curriculum maps completed, Number/percentage of departmental responses drafted, Number/percentage of faculty attending professional development, Assessment results from faculty course evaluations **Date:** September 2023

Objective #4 : Continue to refine, increase emphasis on, and utility of Discipline and Program evaluation

Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment

Actions:
1. Ensure departmental responses to core objective assessment results are incorporated into discipline reviews.
2. Ensure program-level responses to core objective assessment and program-level outcomes are incorporated into program reviews.
3. Provide professional development to faculty on utilization and importance (attainment of program-level objectives and core objectives) of discipline and program reviews.

Resources and Approximate $: None - <mark>Institutional Improvement</mark>

Assessment Method: Number/percentage of program- and discipline-level responses drafted, Number/percentage of faculty attending professional development, Results from discipline and program reviews **Date:** September 2023

Office of the President

Athletics

Objective #1: Improve the overall competitiveness levels of all sports programs to be recognized as a perennial power within Region V.

Responsibility: Athletic Department

Statement of Need: Show an improvement in the quality of the each program to coincide with a higher caliber student-athlete recruitment.

Actions:
1. Establish longevity of assistant coaches to ensure sport program continuity.
2. Continued improvement on practice plans and schedules.

Resources and Approximate $: <mark>Institutional Improvement</mark> (NO $$)

Assessment Method: Win/loss records and end of season conference standings. **Date:** May 2023

Objective #2: Continue with study hall mandates and athletic early alert policy.

Responsibility: Coaching staffs

Statement of Need: Have all sports reaching the goal of 3.0+ Team GPA's.

Actions:
1. Initiate a discussion of the acquisition of an existing facility to be utilized for student-athlete academic success.

2. Progress towards a comprehensive all-sports study hall environment.
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method: GPA Report   **Date:** May 2023

President/Planning, Assessment, and 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.
Responsibility: President
Statement of Need: To meet expected SACSCOC compliance criteria and to improve student learning data results from CCSSE, SENSE and AEFIS; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer , License/Certification Rates, and Placement and Completion
Actions: 1. Monitor and ensure general education outcomes, program, and student learning outcomes.
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: As evidenced by developed and assessed general education outcomes   **Date:** Ongoing annual review with summation by July 1

Objective #2: The College will emphasize multiple measures of assessment to validate the general education outcomes, program, and student learning outcomes.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet expected SACSCOC compliance criteria and to improve student learning data results from CCSSE, SENSE and AEFIS; to target the Key Performance Indicators of Accountability benchmarks for Course Completion Success, Graduation and Persistence, Non Transfer Completers and Transfer, License/Certification Rates, and Placement and Completion
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.
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes and Assessment/Report Calendar **Date:** Ongoing Annual review with summation by July 1

Student Information Systems/Special Projects/Information Security

Objective #1: Research and explore the needs and ideas of incorporating assessment for continuous improvement of general education, program, and student learning outcomes with Colleague.
Responsibility: Student Information System Director

Statement of Need:
SACSCOC criteria 8.2.a and 8.2.b
The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree. Promotes planning and assessment to ensure accountability and continuous improvement of the Vernon College mission focused processes and practices 84% Strongly Agree/Agree.
Personal observations.

Actions:
1. Meet with the Instructional Services component to collaborate and identity needs in which Colleague can address.

Resources and Approximate $: Institutional Improvement and Technology, no $S

Assessment Method: **Date:**
Meeting notes including attendance with Instructional Services. September 2023

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

Administrative Services

Business Office and Physical Plant

Objective #1 : To promote Success through Inquiry campus wide
Responsibility: All administrative staff
Statement of Need: Support QEP by posting flyers and continually making staff and students knowledgeable on the subject
Actions: 1. Assist QEP Director as needed
Resources and Approximate: <mark>Institutional Improvement</mark>, no $
Assessment Method: **Date:** August 1 Successful QEP

Instructional Services

Quality Enhancement

Objective #1: Implement active & collaborative learning and support service strategies of the approved Quality Enhancement Plan that focuses on student learning/engagement through implementation of Inquiry Based Learning strategies.
Responsibility: Director of Quality Enhancement, VP of Instructional Services, Dean of Instructional Services, Director of Distance Education & Learning Technologies, Division Chairs, Directors, and Coordinators.
Statement of Need: SACSCOC requirement, Institutional improvement
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 faculty and relevant 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.
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method: agendas, minutes, and participation lists   **Date:** August 1

Library

Objective #2: Support the QEP and Inquiry Based Learning by improving student and faculty access to and awareness of informational resources. It is essential that students are aware of the resources available to assist them with their inquiry based learning projects. They should also have access to instruction on how to effectively access and search database resources and other informational sources.
Responsibility: Director of Library Services, Library Staff
Statement of Need: The library surveys students and faculty to determine user satisfaction with and awareness of library resources and services. Data collected from students in 20/21 indicated a need to better promote library assistance available online via email or live chat. When compared to the previous year, the library also noted a decrease in awareness among faculty for the ability to access databases off-campus. Although increases in awareness were noted when compared to 19/20, data still indicated a need to improve awareness among faculty for library instructional support and interlibrary loan. SACSCOC accreditation criteria requires that libraries provide regular and timely access to instruction in the use of library resources. The library's online tutorials are an effective means for providing library instruction for distance learners and on-site students. The library recently completed a major software upgrade which included a new public access catalog. The library homepage was also redesigned to provide easier access to resources and services. Tutorials need to be updated to reflect new instructions on how to search both resources.
Actions: 1. Promote database resources by highlighting a different database via the Featured Database option on the new library homepage. The new homepage is scheduled to roll out in early January 2022. 2. Promote online assistance and other resources via the Library Tips document. The document is currently posted as a general announcement in Canvas at the start of each semester. Increase student access to the document by posting it on the new homepage and on VC's social networking pages. Post the following lead-in on social networking, "The library has tools for your success. Check out our resources and services! 3. Advertise new popular reading materials via a marquee on the new catalog. The library acquires best-sellers and new releases through our subscription to the McNaughton Leasing program. The CCSSE survey asks students to indicate the number of books read on their own (not assigned) for personal enjoyment or academic enrichment. VC ranked higher than small colleges on this item. Encourage reading for personal enjoyment by posting new best sellers on the marquee. 4. Ensure all students have efficient access to database resources off-campus. Monitor the current authentication software, EZProxy, for functionality and consider upgrading to a more efficient software for authenticating off-campus users. Consider the feasibility and cost effectiveness of changing to the hosted version of EZProxy or to a similar product called OpenAthens. Numerous technical issues rendered EZProxy ineffective in early spring. Fortunately, the library had a work-around by posting direct links with passwords on Canvas. The library recently surveyed cohort institutions to determine the types of authentication methods used by each institution. Two of the libraries use the hosted version of EZProxy, two use a similar product called OpenAthens, and three post direct links along with vendor-supplied passwords on the student portal or in Google Docs. Those institutions using the hosted EZProxy and the OpenAthens softwares were very pleased with the functionality and reliability of both products.

5. Promote library resources and services available to students at STC by posting informational posters within the library. Advertise new library location by placing signage outside the door in the hallway. The library was recently relocated from Room 212 to Room 106 where it is more visible and accessible at the front entrance to the building.   The posters are framed and ready to be placed on the wall. Determine placement locations in the library and contact the Facilities Manager for assistance in placing the wall anchor screws in the concrete walls.
6. Develop tutorials on how to search the new catalog and on how to download e-books. Utilize Camtasia in developing screen capture video tutorials.
7. Complete the nursing database tutorial using Captivate. Captivate incorporates interactive objects to improve student learning and engagement in the material covered.
8. Promote library services by updating and printing new business cards to reflect current information for the new catalog and homepage.
9. Promote faculty services with short email notifications on database access, library instructional support, and interlibrary loan options.

Resources and Approximate $:	<mark>Institutional Improvement</mark> No $$

Assessment Method:

- Surveys will reflect increases in awareness among students and faculty when compared to data collected in May 2022.
 Date: May 2023

- Tutorials will be complete and posted to the web.   Date: August 2023
- Information posters and signage will be posted at STC.   Date: January 2023
- Marquees will be posted on the catalog.   Date: February 2023
- Databases will be featured via the new homepage.   Date: February 2023
- Cost analysis and feasibility study for new authentication software will be complete and ready for recommendation.   Date: May 2023

Office of the President

Athletics

Objective #1: Utilization of Student Success Specialist in all Kinesiology courses.
Responsibility: Athletic Department
Statement of Need: Improve time management and over all study skills for student-athletes.
Actions: 1. Utilize within all Kinesiology courses the Student Success Team members. 2. Coaching staff will include a Student Success Team meeting once per academic year.
Resources and Approximate $: <mark>Institutional Improvement</mark> (NO $$)
Assessment Method: Documented date of Student Success Team visitation.   **Date:** May 2023

Human Resources

Objective #1: Promote awareness of the approved Quality Enhancement Plan to all new hires.
Responsibility: Director of Human Resources and Benefit Coordinator
Statement of Need: The Human Resources office will continue to promote Vernon College's QEP by ensuring that all new hires are aware of the approved QEP.
Actions: 1. Each new hire will be required to sign a form during their onboarding process acknowledging that they received information regarding Vernon College's QEP. 2. Additional onboarding form will be added during new hire process.
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method: Individual onboarding completion.   **Date:** September 1, 2023

Institutional Advancement

Objective #1 : Provide tangential support to the Quality Enhancement Plan
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Grant Developer
Statement of Need: Financial difficulties are often a barrier to students who want to pursue a college education. This oftentimes results in students postponing college, attending part-time, or giving up altogether. A strong scholarship program aids both recruitment and retention efforts and allows students to concentrate on a successful college education.
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. Research, coordinate the preparation of, and write grants for the benefit of specific programs, new scholarships, overall college, and/or college departmental needs to support student success.
Resources and Approximate <mark>Institutional Improvement:</mark> No $
Assessment Method: **Date:** 1. New scholarships created as evidenced by the Memorandums of Understanding signed and additional funds given to existing scholarships as evidenced by gift reports and the Voluntary Survey for Aid to Education by August 31, 2023. 2. Information about available scholarships distributed as evidenced by number of applications received through the dual credit process or Blackbaud Award (formerly AcademicWorks) and the annual Financial Aid KPIA report by August 31, 2023.

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.
Responsibility: Coordinator of Marketing and Community Relations; Director of Quality Enhancement
Statement of Need: SACSCOC requirement, Institutional improvement
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).
Resources and Approximate $: <mark>Institutional Improvement</mark> - $0.00
Assessment Method: **Date:** September 2023 Minutes from the Integrated Marketing and Recruiting Committee

President/Planning, Assessment, and Effectiveness

Objective #1: The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet SACSCOC compliance criteria (R 7.2) and observed need from Annual Action Plans
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
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: Documentation of attendance at meetings, agendas, minutes and meeting notes; QEP operational budget   **Date:** Annual with review by July 1

Student Information Systems/Special Projects/Information Security

Objective #1 :   Research and explore the needs and ideas of incorporating how Colleague tools and resources can support the Quality Enhancement Plan on Success through Inquiry.
Responsibility: Student Information System Director
Statement of Need: SACSCOC criteria 7.2 The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree, Promotes

planning and assessment to ensure accountability and continuous improvement of the Vernon College mission focused processes and practices 84% Strongly Agree/Agree.

Actions:
1. Meet with the Director of Quality Enhancement to collaborate and identity needs in which Colleague can address.
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: **Date:**
Meeting notes with Director of Quality Enhancement. September 2023

Student Services

Admissions and Records

Objective #1 :   Participation and Promotion of Quality Enhancement Plan
Responsibility: Director of Enrollment Management/Registrar and Admissions and Records staff
Statement of Need: To meet SACSCOC compliance criteria and improve college-wide communication
Actions:
1. Participate in all Quality Enhancement Plan activities
2. Assist with delivery of the communication plan for QEP for faculty/staff/students
Resources and Approximate $: <mark>Institutional Improvement</mark> – Time and Effort, no $
Assessment Method: Disseminate communication plan to Director of Quality Enhancement **Date:** August 2023

Financial Aid

Objective #1 :   Improve financial aid advising services to both prospective and enrolled students.
Responsibility: Director of Financial Aid
Statement of Need: To meet SACSCOC compliance criteria and benchmarks from Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) require financial aid advising and outreach services to prospective and enrolled students.
Actions:
1. Participate in the automated New Student Checklist.
2. Outreach to financial aid applicants with personalized letter from the VC President.
3. Outreach to admission applicants with a personalized letter from the Director of Financial Aid.
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 Facebook Live.
8. Get Your Pell On email campaign.
Resources and Approximate $: <mark>Institutional Improvement:</mark> Time, effort and supplies $1,250   <mark>Technology</mark>: Texting software $3,000

Travel: $800	
Assessment Method: CCSSE and SENSE benchmarks.	**Date:** CCSSE August 2023/SENSE April 2023

Student Services

Objective #1: Continue to promote awareness of the Vernon College Quality Enhancement Plan (QEP).
Responsibility: Dean of Student Services and all Student Services employees
Statement of Need: Student Services will continue to promote the QEP by adding the QEP logo, verbiage, and website link to all our outgoing emails for each Student Services employee.
Actions: 1. Obtain logo, verbiage, and website link from the QEP Director.   2. Ask each employee to add as a tag to the bottom of each email.
Resources and Approximate $: <mark>Institutional Improvement</mark>– no $$
Assessment Method: Outgoing emails updated on or by September 1, 2022.   **Date:** September 1, 2022

Student Success

Objective #1: Provide support in year four of the implementation of the Quality Enhancement Plan which focuses on improving student learning through the use of Inquiry Based Learning strategies.
Responsibility: Office of Student Success, Director of Quality Enhancement
Statement of Need: SACSCOC requirement, Institutional improvement; the Office of Student Success provides student support through programming to emphasize and reinforce the goals of Inquiry Based Learning (e.g., becoming a stakeholder in their own success).
Actions: 1. Be a resource to the Director of Quality Enhancement for student support service needs as they relate to Inquiry Based Learning and student success.   2. Explore ways to support the support student success in Inquiry Based Learning though Academic Coaching.
Resources and Approximate $: <mark>Institutional Improvement</mark> – no $, staff time and effort
Assessment Method: **Date:**   1. QEP Committee membership and meeting minutes. June 2023   2. Student Success Team notes on identified/created Academic Coaching resources specific to Inquiry Based Learning. August 2023

Priority Initiative #5:
Support opportunities for professional development for all Vernon College employees through appropriate funding.

Administrative Services

Business Office

Objective #1: Train all end users of purchasing software to ensure accounts payable is accurate and timely.
Responsibility: Vice President of Administration and Accounts Payable Clerk
Statement of Need: Ensure that all employees are familiar with best practices regarding payables.
Actions: 1. Host professional development class each semester to train new users and update experienced users on how the software works. 2. Post a "FAQ" on the business office website for employees to get quick answers to recurring questions.
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method: **Date:** August 1 Reduced errors in entry of payments

Objective #2 :   ERP/SIS User Group Training
Responsibility: VP of Administrative Services
Statement of Need: Continue learning and setting the standard of excellence with our financial software. Continue ongoing training and attend user group discussions to realize the full potential of the new systems and keep workforce morale high.
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.
Resources and Approximate $: $4000 – <mark>Institutional Improvement</mark>
Assessment Method: **Date:** October 2022 Conference materials, group discussions

Instructional Services

Professional Development and Distance Education and Learning Technologies

Objective #1: Enhance faculty and staff performance through appropriate internal & external professional development activities.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Director of Quality Enhancement, Director of Distance Education and Learning Technologies, Professional Development committee, Division Chairs, Directors, Coordinators

Statement of Need: Student Evaluation of Instruction, CCSSE results, SENSE results, VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA, Core Objective assessment requirements, SACSCOC & THECB criteria.
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, 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. Implement faculty training regarding best practices in student persistence.
Resources and Approximate $: <mark>Institutional Improvement</mark> ($15,000 from Instructional Services Faculty Travel budget & $40,000 Perkins grant)
Assessment Method: Student Evaluations of Instruction, Core assessment, CCSSE & SENSE Results, Professional Development Calendar and attendance logs, professional development surveys, $ budgeted and expended **Date:** September 1, 2023

Office of the President

Athletics

Objective #1: Continue with budgetary support that allows each of the sports coaching staffs to attend of minimum of one professional seminar/conference with departmental approval.
Responsibility: Athletic Department
Statement of Need: Continued acquisition of pertinent knowledge in regards to sport specific skill, strategies and practices.
Actions:
1. Use existing budgetary dollars and time allowance away from the office/coaching responsibilities.
2. Usage of the development of daily practice plans
Resources and Approximate $: Budgeted Dollars, <mark>Institutional Improvement</mark>
Assessment Method: Travel Expense Report submitted and certificate of attendance.   **Date:** August 2023

Human Resources

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

Responsibility: HR Director and Benefit Coordinator
Statement of Need: To support opportunities for professional development and growth for all Vernon College employees and to remain in compliance with state and federal rules and regulations in an easily accessible format.
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.
Resources and Approximate $: Institutional Improvement – Cost of program - $3,405.50
Assessment Method: Report of trainings offered and completed online, face-to-face, etc.   **Date:** August 2023

Objective #2: Participate in appropriate professional development to enhance knowledge and skills in job related responsibilities/performance.
Responsibility: HR Director and Benefit Coordinator
Statement of Need: To ensure ongoing compliance in areas for benefits, policies and procedures, learning new computer system, and use conferences as networking for resources.
Actions: 1. Participate in online trainings related to ERP system. 2. Participate in any benefits trainings and other online related training offered to enhance knowledge of current benefit offerings. 3. Participate in any other related professional development, including webinars as appropriate. 4. Attend annual GPUG and TACCHRP conference.
Resources and Approximate $: Institutional improvement – Cost of travel, conferences and trainings – TACCHRP $1000, GPUG $2500, other $400
Assessment Method: Participation in conferences, training and professional development throughout the year which will be documented in Professional Development tracking.   **Date:** TACCHRP – May 2022, GPUG – October 2022 and Vernon College in-house professional development by August 2022.

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.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation, Advancement Services Specialist, Grant Developer
Statement of Need: Professional development opportunities are essential in order to gain knowledge about strategies and techniques that will enhance employee efforts on behalf of Vernon College and our Vernon College Foundation. Training sessions present best practices, new techniques and strategies that enable staff to apply the new knowledge gained in order to improve job performance and benefit the institution.

Actions:

1. Continue membership and participation in the Texas Association of Community College Foundations (TACCF); the National Scholarship Providers Association (NSPA); National Grants Management Association (NGMA), the Association of Advancement Services Professionals (ASP), and the Grant Professionals Association (GPA).
2. Continue membership and participation in the Council for Advancement and Support of Education (CASE) Federal Funding Task Force and the Annual Grants Conference to develop and continue 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 and trainings focusing on Development/Fundraising, Grantsmanship, Alumni Relations, and Advancement Services to update and enhance skills.

Resources and Approximate $:

==Institutional Improvement:== Attend the CASE Federal Funding Task Force, serving as Task Force Vice-Chair for 2022 and the CASE Conference for Community College Grants Professionals in Washington, DC and TACCF -- $6,000. Attend a Uniform Grant Guidance Compliance Conference -- $4,000. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $2,000. Membership dues in CASE, TACCF, NSPA, NGMA, ASP, and GPA -- $2,000

Assessment Method:　　　　　**Date:**

1. Participate in the CASE Federal Funding Task Force and annual Grant Conference, conference notes and funding agency notes by November 30, 2022.
2. Participate in the TACCF Annual Conference, conference notes by March 1, 2023.
3. Participate in other relevant training workshops, seminars, conferences, and webinars for management, grant training including compliance and monitoring, fundraising, alumni relations, marketing, and advancement services by August 31, 2023.

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

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Grant Developer

Statement of Need: Professional development opportunities are essential in order to learn about new strategies and techniques that will enhance employee efforts on behalf of Vernon College. Training sessions provide information about best practices, new techniques and strategies that enables staff to apply the new knowledge gained in order to improve job performance and benefit the college.

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 becomes available on agency websites and grants.gov.
4. Assist faculty and staff in the preparation and submission of grant proposals to support faculty/staff development to private and public funding agencies.

Resources and Approximate $:
1. Institutional Improvement: No $
2. Technology: Renewal of GrantScape the private/public funding opportunities search software - $2,500

Assessment Method: **Date:**
1. Potential sources researched and publicized to Vernon College community by August 31, 2023.
2. Proposals written and submitted by August 31, 2023.

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.
Responsibility: Marketing and Community Relations
Statement of Need: Professional development opportunities are essential in order to gain knowledge about strategies and techniques that will enhance employee efforts on behalf of Vernon College. At training sessions, best practices, new techniques and strategies are presented which will then be used to improve job performance.
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 that have increased enrollment and learn best practices.
Resources and Approximate Institutional Improvement: Carnegie Darlet and, Digital Summit Conferences -- $8,000. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $1,500. Membership dues in NCMPR, and TACCM -- $4,500
Assessment Method: **Date:** Review meeting agenda and presentations decks to assess conference attended for useful information. August 31, 2023.

Police/Security

Objective #1: The Vernon College Police Department will maintain a high level of college community engagement, training, and communication.
Responsibility: Director of Campus Police
Statement of Need: Active threats to college communities continues to plague the safety and security of the learning environments and the need for employee professional development and training to ensure compliance with the Cleary Act and the Safety and Security Audit.

Actions:
   1. Active Threat Training for VC employees and students.
   2. Theft Prevention for VC employees and students.

Resources and Approximate $: <mark>Institutional Improvement</mark>, zero dollars
Assessment Method: Agendas and Sign In Sheets   **Date:** May 2023

President/Planning, Assessment, and Effectiveness

Objective #1: The College will allocate resources to ensure that faculty, students, and staff acquire, discover, and apply knowledge.
Responsibility: President
Statement of Need: To meet expected SACSCOC compliance criteria and to support Annual Action Plans

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

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: Documentation of professional development for faculty, students and staff and evidence in budget   **Date:** Ongoing review with summation by July 1

Objective #2: The College will support and make available professional development opportunities for administrators, faculty and staff.
Responsibility: President
Statement of Need: To meet expected SACSCOC compliance criteria and to support Annual Action Plans

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.

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: Documentation of professional development for administrators, faculty, and staff, and evidence in budget **Date:** Ongoing review with summation by July 1

Objective #3: The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering and applying knowledge**.**
Responsibility: President and Coordinator of Marketing and Community Relations
Statement of Need: To meet expected SACSCOC compliance criteria and to support Annual Action Plans
Actions: 1. Recognition through institutional service awards   2. Ensure recognition through news articles of those participating in professional development
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by Service Award list and news articles **Date:** Ongoing annual review with summation by July 1

Objective #4: Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.
Responsibility: Director of Planning, Assessment, and Effectiveness
Statement of Need: To ensure compliance with SACSCOC criteria; to adequately support research based projects; and to enhance technology related skills
Actions: 1. Participate in SACSCOC preconference and conference (Orlando, FL)   2. Participate in SACSCOC Summer Institute (QEP Representatives)   3. Participate in TAIR preconference and conference (pending - Virtual)   4. Ellucian training/conference (ERP/SIS)   5. Serve as THECB Liaison and Small College Group Representative   6. Participate as a SACSCOC evaluator
Resources and Approximate $: Institutional Improvement: SACSCOC $2500 per person for Annual Meeting/Orientation and Summer Institute; TAIR $250 estimate, ERP/SIS $1500 estimate, , THECB (3 meetings) $2400; SACSCOC evaluator, additional travel expenses $250
Assessment Method/Date: As evidenced in budget, travel requests and travel expense reports **Date:** Ongoing annual review with summation by July 1

Student Information Systems/Special Projects/Information Security

Objective #1: Ensure training for faculty, staff, and administration on Colleague.
Responsibility: Student Information System Director
Statement of Need: SACSCOC criteria 5.4 and 6.2.b   The Vernon College Effectiveness Questionnaire Summary – 2021: Has qualified administrative and academic officers with experience, competence and capacity to lead the institution 85% Strongly Agree/Agree, Has competent faculty members qualified to accomplish the mission, goals, priorities of the institution 86% Strongly Agree/Agree, Operates and maintains facilities and learning resources that are appropriate to

support educational programs, support services and its teachings, learning and leading mission 87% Strongly Agree/Agree, Successfully fulfills its vision statement (Vernon College will promote a culture of success for our students and communities through learner-centered quality instructional programs and exemplary services). 86% Strongly Agree/Agree, Successfully fulfills its mission statement (The mission of Vernon College is teaching, learning, and leading) 89% Strongly Agree/Agree.

Actions:
1. Develop and provide internal professional development training and training resources on Colleague for faculty, staff, and administration.
2. Offer continued training for new employees during onboarding.
3. Attend annual Ellucian LIVE Conference

Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, Travel $3200

Assessment Method: **Date:**

Survey results from questions from faculty/staff/administration, sign in sheet to measure participation, training agenda, and training materials, evaluation of training.   September 2023

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
Responsibility: Director of Enrollment Management/Registrar
Statement of Need: Staff development through professional development opportunities
Actions: 1. Attend Federal/State conferences and other professional development opportunities
Resources and Approximate $: <mark>Institutional Improvement:</mark> Travel budget of approximately $3500
Assessment Method: As evidenced in budget, travel requests and travel expense reports **Date:** Ongoing annual review with summation by July 2022

Financial Aid

Objective #1: Strive to achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid.
Responsibility: Director, Assistant Director of Financial, and Student Loan Coordinator
Statement of Need: To meet expected SACSCOC compliance criteria.
Actions: 1. Attend federal and/or state conferences, and other professional development opportunities.
Resources and Approximate $: <mark>Institutional Improvement</mark>: Travel budget of approximately $6,000
Assessment Method: Unmodified audit with no management letter notifications or findings   **Date:** January 2023

Student Success

Objective #1: Plan and organize faculty and staff development and training (in-house opportunities) designed to communicate and promote proven student success practices.
Responsibility: Student Success Pathway Director
Statement of Need: With the college participating in the Texas Guided Pathways initiative, there is a need for communication and education for all components. This includes the most recent college initiative to implement a new advising model, Student Success Pathway Advising, and create a revised, career centered New Student Orientation.
Actions: 1. Provide relevant topic (e.g., clinical practices in non-clinical settings, equity) professional development opportunities to student success advisors/student success staff during monthly meetings.
Resources and Approximate $: <mark>Institutional Improvement</mark> – $ budgeted institutionally, staff time and effort
Assessment Method: **Date:**   Meeting dates and topics. August 2023

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
Responsibility: Facilities Planning Committee, physical plant directors and VP of Administrative Services
Statement of Need: To provide coordinated plan for ongoing maintenance and improvements to College facilities and support annual action plan, in accordance with SACSCOS 13.7
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   4. Work with Facilities Directors throughout the year to ensure continuous improvements to all facilities
Resources and Approximate $: <mark>Facilities,</mark> $175,000, as estimated on the 22-23 annual budget
Assessment Method: **Date:** August 1   Minutes from Facilities Planning committee, emails and work requests and responses to college effectiveness questionnaire.

Objective #2 : Complete approved projects by 08/31/2022
Responsibility: Facilities Directors and Vice President of Administrative Services
Statement of Need: As identified by the Facilities Priority Rating
Actions: 1. Monthly reviews by all parties to assure projects are on time and in within budget
Resources and Approximate $: <mark>Facilities</mark> $175,000 in current budget to fund projects
Assessment Method: **Date:** August 1   Facilities plan

Objective #3: Build a financial budget for the 2022-23 fiscal year.
Responsibility: VP of Administrative Services
Statement of Need: To ensure sound budget planning and fiscal procedures in accordance with SACSCOC 13.3 and 13.4
Actions: 1. Follow budget planning according the college calendar and timeline for approvals   2. Utilize annual plans to achieve budget needs.   3. Review financial reports that are approved by Board of Trustees monthly and make adjustments to budget as needed.

4. Review enrollment numbers to project revenues for following terms.
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method: **Date:**   Board approval of annual budget.

Instructional Services

VP of Instructional Services and Dean of Instructional Services

Objective #1: Meet student demand for courses and programs through the hiring of additional full-time/adjunct faculty and staff.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Directors, and Coordinators
Statement of Need: High rates of closed classes and increased faculty loads in certain disciplines and programs.
Actions: 1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty.   • Computer and Information Sciences Instructor (9 month)   • LVN Faculty for Night program (12 month)   • ARTS Instructor (design/painting/history and Art Appreciation) (9 month)   • Convert one ADN instructor from 9 month to 12 month   2. Review and prioritize need for: • Increase Congregate meals staff pay by $0.75/hour   • Increase EMS Clinical Coordinator to $26.50 from $24.00   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.
Resources and Approximate $: <mark>Personnel:</mark> $42,850 + benefits per instructor minimum
Assessment Method: Positions prioritized and recommended to Personnel committee; FTE Student/FTE Faculty KPIA Benchmark; Contact Hours Taught KPIA Benchmark, Percentage of instructional load borne by full-time faculty by program/discipline. **Date:** August 2, 2023

Objective #2: Meet the Career and Technical Education/Continuing Education needs of the service area and expand enrollment through the addition of programs which produce graduates in high demand fields.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Director of Continuing Education, Academic Council
Statement of Need: VC Enrollment KPIA, Workforce Solutions Demand Occupation List

Actions:
 1. Review the expansion of current CTE/CE programs regarding additional tracks.
     a. Mechanical maintenance/millwright
     b. Cybersecurity
     c. BSN

2. Review the potential demand and costs associated with the following potential programs:
   a. Medical Lab Technician
   b. Radiology Technician
   c. Truck Driving
   d. Farrier Science

Resources and Approximate $: <mark>Institutional Improvement</mark>**,** No $	
Assessment Method: Recommendation(s) to Academic Council, VC Board of Trustees & THECB approval. **Date:** August 2, 2023	

Office of the President

Athletics

Objective #1: Promote sport program presence on social media outlets/websites/Presto.
Responsibility: Coaching staffs
Statement of Need: Current enrollments have decreased and this is a marketing/recruiting tool widely accepted by student-athletes.
Actions:
1. Require a minimum of one weekly post during off season.
2. Require a minimum of 2 weekly posts during respective season.
Resources and Approximate $: <mark>Institutional Improvement</mark> (NO $$)
Assessment Method: Visualization of required posts over the course of the academic/season   **Date:** June 2023

Objective #2: Encourage the use of current supply budget dollars to be used for equipment/tools toward increasing player development.
Responsibility: Athletic Director and Associate Athletic Director
Statement of Need: Past monies have been geared towards the purchase of new uniforms annually and not for increasing sport skills sets.
Actions:
1. Develop priority list of sport specific equipment.
Resources and Approximate $: <mark>Institutional Improvement,</mark> $ as budgeted
Assessment Method: Purchase of desired equipment   **Date:** August 2023

Human Resources

Objective #1: Post, advertise and recruit qualified and appropriate faculty/staff for vacant/new positions.
Responsibility: HR Staff and new Employee Search Committee
Statement of Need: to ensure the human resources of the college are met to continue quality administration and education to students
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.
3. Explore avenues to publicize employment opportunities for qualified minority applicants.

Resources and Approximate $: <mark>Institutional Improvement</mark> – Cost of advertising – budget is $8000

Assessment Method: All required documentation for position postings, application files, interview notes and offers and to document number of employment advertisements targeting qualified minority applicants.   **Date:** by August 2023

Institutional Advancement

Objective #1: Respond to College funding needs through various fundraising methods.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Grant Developer
Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support, endowed positions, and program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as faculty/staff professional development, program/department support, or equipment.
Actions: 1. Continue to raise $275,000 annually to support scholarships and other needs through fundraising programs and grantsmanship aimed at all constituencies. 2. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark. 3. Continue the annual on-line auction to raise funds for departmental grants. 4. Research foundation, corporate foundation, 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. Serve as the grant manager for assigned grants.
Resources and Approximate $: 1. <mark>Institutional Improvement</mark>: No $

2. Technology: Renew annual Raiser's Edge NXT (RENXT) -- $40,000; Renewal of GrantScape funding opportunity search software - $2,500; Renewal of MaestroSoft Pro Auction Software -- $3,000; Renewal of Blackbaud Award online Scholarship Application -- $10,000.
Assessment Method: **Date:** 1. $275,000 raised from current donors and identified new donors, implementation of pilot affinity groups, other giving strategies, and grants as evidenced by reports provided for monthly Board of Trustees meetings, Foundation quarterly meetings, and the Voluntary Survey for Aid to Education (VSE) by August 31, 2023. 2. New grant opportunities identified and proposals submitted by August 31, 2023. 3. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2022.

Marketing and Community Relations

Objective #1 : Implementing and improving the Vernon College online College Catalog
Responsibility: Coordinator of Marketing and Community Relations
Statement of Need: With changing technology and ease of search, it is essential that Vernon College have up-to-date technology to support student learning, retention, and certificate/degree completion or transfer by students. SmartCatalog available on the Vernon College website meets the needs of current and potential students. A readily available catalog that is searchable and quickly lets a student see the program they are interested in quickly will help retain their interest in higher education.
Actions: 1. Renewal of SmartCatalog on the Vernon College website. June 1, 2023
Resources and Approximate $: Technology: Implement/Renew annual Smart Catalog -- $8,000
Assessment Method: **Date:** Annual software licenses/maintenance contracts renewed by August 31, 2023.

Police/Security

Objective #1: Pursue CALEA and IACLEA accreditation credentials.
Responsibility: Director of Campus Police
Statement of Need: Engage in the accreditation process with the Commission on Accreditation for Law Enforcement (CALEA) and the International Association of Campus Law Enforcement Administrators (IACLEA) to demonstrate compliance with identified best practices for campus law enforcement agencies.
Actions: 1. Create policies and procedures that meet accreditation standards and current best practices in law enforcement. 2. Identify and evaluate technology trends to ensure the police department is utilizing appropriate tools and technology to enhance the delivery of services. 3. Pursue accreditation with both CALEA and IACLEA
Resources and Approximate $: Institutional Improvement, zero dollars

Assessment Method: Completion of EOP and policies and procedures and approved	Date: May 2023

President/Planning, Assessment, and 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.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet expected SACSCOC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment/Report Calendar results and KPIA benchmark data; and to ensure effective and efficient purchasing processes
Actions: 1. Monitor and ensure that the Assessment/Report Calendar and planning processes are followed. 2. Monitor and ensure oversight and training for newly hired key administrative positions.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method/Date: As evidenced by completion of Assessment/Report Calendar communication forms, KPIA benchmark data, Annual Action Plans, and budget allocation decisions Date: Annual with summation by July 1

Objective #2:   The College will annually receive input from internal and external constituents to identify resource needs for the future.
Responsibility: President
Statement of Need: To meet expected SACSCOC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment/Report Calendar results and KPIA benchmark data; Student Success Pathway evaluation data; and to ensure effective and efficient purchasing processes
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) 4. Continue with Branch County Maintenance Tax project
Resources and Approximate $: Institutional Improvement, no $, Technology – Survey Monkey utilized through QERI, no additional $
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes ; administration, evaluation and sharing of Vernon College Effectiveness Questionnaire results; Progress toward Branch County Maintenance Tax Date: Ongoing with semiannual summation to be reviewed January and July

Objective #3: The College will prepare for the future through appropriate resource allocation decisions in the annual budget development process.
Responsibility: President

Statement of Need: To meet expected SACSCOC compliance criteria; as directed by the Vernon College Mission; as evidenced by Assessment/Report Calendar results and KPIA benchmark data; and to ensure effective and efficient purchasing processes
Actions:
1.   Monitor and ensure that the planning process drives the budget process and is completed within appropriate timelines
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by Annual Action Plan and budget **Date:** Ongoing annual review with summation by July 1

Objective #4: The College will provide appropriate technological resources to monitor compliance of standards and submission of SACSCOC Compliance Certification Report.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet expected SACSCOC criteria
Actions:
1.   Maintain Anthology (formerly Compliance Assist) software license
2.   Explore strategic planning software options
Resources and Approximate $: <mark>Technology</mark>, $7000 approximately and Institutional Improvement no $
Assessment Method/Date: As evidenced by budget, license renewal and submitted report **Date:** November

Objective #5: The College will continue to initiate processes for review of technology feasibility reports.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet SACSCOC compliance criteria and observed need from Annual Action Plans
Actions:
1.   Will ensure a review process and review of technology projects/feasibility reports from Technology Committee on an annual basis
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by meeting notes, approved purchase requisitions and annual report **Date:** Ongoing annual review with summation by July 1

Student Information Systems/Special Projects/Information Security

Objective #1 : Implementing and providing training and support for Colleague to ensure a strong technological environment and resources to meet the current and future needs of our institution.
Responsibility: Student Information System Director
Statement of Need:
To fully implement and utilize Colleague effectively and to provide a robust system solution which will improve departmental workflows, business processes, productivity, and efficiency campus wide.
SACSCOC criteria 10.5; 10.6 a-c; 13.7

The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes a culture committed to student learning 89% Strongly Agree/Agree, Provides an appropriate entry/registration process to support educational goals and student success 90% Strongly Agree/Agree, Implements processes and practices that promote student success in retention, completion and transfer functions 84% Strongly Agree/Agree.

Actions:
1. Provide on demand training and support for Colleague.
2. Utilize focus groups and committees for input.
3. Security of student authentication and student information.

Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S

Assessment Method: **Date:**

As evidenced by survey results from questions from faculty/staff aimed at experience with Colleague, sign in sheet to measure participation, training agenda, and training materials, evaluation of training. July 2023

Objective #2: Ensure compliance with Cybersecurity and information security through collaboration with RunBiz Solutions.

Responsibility: Student Information System Director

Statement of Need:

The institution is in compliance with reporting and technological infrastructure requirements as evidenced by Cybersecurity Compliance, Gramm-Leach-Bliley Act (GLBA), and as per the Federal Student Aid (FSA) Program Participation Agreement (PPA) and the Student Aid Internet Gateway (SAIG) Agreement; and the Texas Department of Information Resources (DIR).

Actions:
1. Monitor monthly progress.
2. Report to state and federal entities in as directed.

Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S

Assessment Method: **Date:** August 1

As evidenced by monthly and annual reporting.

Student Services

Admissions and Records

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

Responsibility: Director of Enrollment Management/Registrar

Statement of Need: Meet the needs of students at each VC location

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

Resources and Approximate $: <mark>Institutional Improvement</mark> – Time and Effort, no $
Assessment Method: :   Enrollment numbers from THECB CBM001 – Student report and THECB CBM00A – Continuing Education Student Report, completion of cross training as needed, updated job descriptions, and CCSSE survey **Date:** Ongoing annual review with summation August 2023

Financial Aid

Objective #1 :   Compliance with SACSCOC Standard Section 12 Academic and Support Services and Services 12.2
Responsibility: Director of Financial Aid
Statement of Need: To meet SACSCOC compliance criteria by ensuring the institution has an adequate number of academic and student support services staff with appropriate education or experience in student support service areas to accomplish the mission of the institution. (Student support services staff) 12.2.
Actions: 1. Monitor Free Application for Federal Student Aid (FAFSA) applicant volume and total dollars awarded for adjustments to staffing for the Financial Aid Office.
Resources and Approximate $: <mark>Personnel:</mark> Classified III position as needed per volume (Est: $24,000) per position
Assessment Method: FAFSA volume and annual dollars of aid awarded   **Date:** August 2023

Student Success

Objective #1: Integrate and maintain innovative technologies, including hardware and software, to increase efficiency and effectiveness.
Responsibility: Student Success Pathway Director
Statement of Need: Vernon College continues to participate in the Texas Guided Pathways initiative. As part of this, a new advising model was implemented mandating advising of all students. Technology can greatly improve the degree planning abilities of advisors and provide a holistic record for the student thus improving the support students receive. Additionally, predictive analytics will allow for a proactive approach to providing student support. Other technologies make it possible to support students remotely, a must during the pandemic.   – SACSCOC Student Achievement 8.1, 8.2.c; Academic and Student Support Services 12.1
Actions: 1. Continue to utilize technology to enhance access and the student experience (e.g., Calendly, Teams, Aviso, Etrieve, Comevo, AEFIS). 2. Use technology analytics, when possible, to identify and assess student need. 3. Participate in the implementation of Ellucian Colleague to effectively meet the objectives of Student Success.
Resources and Approximate $: <mark>Institutional Improvement</mark> – Calendly annual $785 (2021 estimate) budgeted institutionally, other <mark>technology</mark> budgeted institutionally; staff time and effort
Assessment Method: **Date:**

1. List of technologies used and summary of related program assessment data. August 2023
2. Analytic data and needs identified. August 2023
3. Trainings/Meeting attendance and notes if applicable. August 2023

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

Administration Services

Business Office/Information Technology

1. **Objective #1 :**   Replace the phone system on Vernon campus
Responsibility: Vice President of Administration, Run Biz, Media specialist
Statement of Need: Efficient phone system necessary for daily operations
Actions: 1. Research current technology.   2. Issue RFP for replacement system.   3. Award contract.   4. Oversee implementation of new system.
Resources and Approximate $: <mark>Facilities</mark> $75,000
Assessment Method: **Date:** August 1
Installation and function of new system

Information Technology

Objective #1 : Adhere to Best Practices IT Replenishment Strategy
Responsibility: Run Business Solutions
Statement of Need: Purchase is necessary to bring the college to a best practices' IT replenishment plan for all computer equipment.

Actions:
 1. Update Replenishment List and submit to Deans and VP's for review and approval.
 2. Purchase and Implement 90 Faculty/Staff/Podium PC's
 3. Purchase and implement the following Labs:
     a. CCC Lab 512: 24 PCs
     b. CCC Lab 314: 30 PCs
     c. CCC Library: 41 PCs
     d. CCC Lab 701: 24 PCs
     e. CCC Lab 702: 24 PCs
     f. CCC Glass middle room: 6 PCs
     g. CCC Testing: 20 PCs
     h. VC Lab 300: 24 PCs
     i. VC Lab 426: 24 PCs

j.	VC Lab 430: 25 PCs
k.	VC ADN LAB: 4 PCs

Resources and Approximate $: Technology $295,000
Assessment Method: Documentation of purchases via the VC IT Budget and Replenishment Project Schedule   **Date:** Purchases will be made by June 30, 2023

Instructional Services

Instructional Assessment

Objective #1: Continue to implement and increase utility of the Assessment Evaluation Feedback and Intervention System (AEFIS) modules for instructional assessment. Course Evaluation, Program/Discipline Evaluation, Core Assessment, End of Semester Course Reviews (ESCR), QEP assessment, and shared utilization with Student Success Modules
Responsibility: VP of Instructional Services, Dean of Instructional Services, Director of Instructional Assessment
Statement of Need: THECB and SACSCOC criteria, Programmatic Accreditation

Actions:
1. Provide professional development to faculty, division chairs, and program coordinators relative to utilization of AEFIS.
2. Continue to refine, convert, and improve current Instructional Services processes and practices in AEFIS, including but not limited to:
    a. Student Course Evaluations
    b. Program/Discipline Evaluations
    c. Core Curriculum Assessment
    d. Faculty Course Evaluations
    e. Other modules in conjunction with Student Services

Resources and Approximate $: $30,000/year - Technology
Assessment Method: Number of processes implemented, Results from related assessments Date: September 2023

Office of the President

Athletics

Objective #1:   Find a means of solidifying the availability of a Wi-Fi channel specific for athletic streaming.
Responsibility: Athletic Department
Statement of Need: The availability of high end Wi-Fi is limited for our parents/fans and streaming requires a lot of bandwidth.
Actions: 1. Contact Run-Biz for possibility of such a line to be created. 2. Decision based on budget constraints. 3. Create said channel on Wi-Fi network.

Resources and Approximate $: <mark>Technology</mark>, budget to be determined
Assessment Method: Creation and a use of athletic channel   **Date:** January 2023

Human Resources

Objective #1:   Support and enhance the technological infrastructure of the institution by ensuring full integration of Colleague.
Responsibility: Director of Human Resources and Benefit Coordinator
Statement of Need: Vernon College will be implementing a new ERP/SIS by Ellucian. The Human Resources office will actively participate in all trainings and conversion meetings so that staff can utilize the system at full capacity as soon as possible.

Actions:
    1.   Monthly meetings with staff to provide updates and timelines regarding the conversion progress as well as field questions from staff.
    2.   Arrange schedules and coverage so that all staff can attend ERP/SIS meetings and trainings.

Resources and Approximate $: <mark>Institutional Improvement</mark>– no $$, <mark>Technology</mark>
Assessment Method: Calendar of meetings attended from September 1, 2022 to August 31, 2023.   **Date:** September 2023

Institutional Advancement

Objective #1: Utilize existing software tools to support College, student and alumni needs.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Grant Developer
Statement of Need: Software such as Raiser's Edge NXT; Blackbaud Award (formerly AcademicWorks) -- the College's on-line scholarship application; the Private/Public Funding Opportunity search engine; MaestroSoft Pro Auction software and on-line giving assists in College and Foundation development/advancement efforts such as donor identification, cultivation, recognition, and solicitation; scholarship support for our students; and grantsmanship. Additionally, as College and student needs continue to increase it is necessary to research other software and technology that can help Institutional Advancement develop and/or enhance its strategies to become even more effective and efficient. Updated technological equipment is also essential to the efficient and effective operations of the IA Department. This will aid in meeting the KPIA benchmarks: *At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2014-2015, 2013-2014,2012-2013, and 2011-2012*.
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.
Resources and Approximate $:   1.   <mark>Institutional Improvement</mark>: No $

2.	Technology: Renew annual Raiser's Edge NXT (RENXT) -- $40,000; Renewal of GrantScape funding opportunity search software - $2,500; Renewal of MaestroSoft Pro Auction Software -- $3,000; Renewal of Blackbaud Award online Scholarship Application -- $10,000.

Assessment Method: **Date:**
1. Annual subscription/software licenses renewed by August 31, 2023.

Marketing and Community Relations

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

Responsibility: Coordinator of Marketing and Community Relations

Statement of Need: Students rely on social media, text messages, and email as a main source of information and with the changing technology we need to be contacting and informing our students of College information through the communications media they currently use. Updated software and technology is essential to providing services to benefit the College and its students. As the college and student needs continue to increase, it is necessary to research other software and technology that can help Institutional Advancement develop and/or enhance its strategies to become even more effective and efficient.

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 fully utilized.
2. 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.
3. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.

Resources and Approximate $: Institutional Improvement, Research and examine new software to make future recommendations. Technology

Assessment Method: **Date:**
1. Targeted social media data analytics reports by August 31, 2023.
2. Training sessions attended and enhancement strategies developed conference notes by August 31, 2023.
3. Agenda and meeting minutes from Integrated Marketing and Recruiting Committee

Objective #2 : Designing the Pathways pages for the Vernon College website

Responsibility: Coordinator of Marketing and Community Relations

Statement of Need: Due to THECB 60x30TX Initiative to help students succeed by striving for 60% of the 25- to 34-yearold Texas population to hold a certificate or degree by 2030, and House Bill 25 Vernon College will provide students with clear program Pathways. An easily understood and quickly accessible Pathway map must be developed and implemented on the Vernon College website.

Actions:
1. Work with RunBiz Solutions on layout of new Pathways Section of the Vernon College website
2. Coordinate with Student Success Specialists to ensure the consistent Pathway messaging, in-person and online.
3. Create an intuitive website experience that walks students easily through Pathways
Resources and Approximate $: <mark>Institutional Improvement</mark>: Time and research to develop and design web pages for Pathways. <mark>Technology</mark>
Assessment Method: **Date:**
1. Website analytics to show ease of navigating site August 31, 2023
2. Focus group of students to ensure site is accessible August 31, 2023

Police/Security

Objective #1 : Provide technology infrastructure for Vernon College Police reporting
Responsibility: Director of Campus Police
Statement of Need: Currently, all Vernon College Police reporting is done manually, and for annual internal and external reports
Actions:
1. Explore and evaluate Illusion
2. Pilot an online police reporting platform.
3. Purchase online police reporting platform.
Resources and Approximate $: <mark>Institutional Improvement</mark> (0 $) and $5000 <mark>Technology</mark>
Assessment Method: Purchase a reporting platform and implement   **Date:** May 2023

President/Planning, Assessment, and 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.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
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
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: Completion of Assessment/Report Calendar and Planning Calendar as evidenced by minutes, agendas and meeting notes; Annual Technology Action Plan as reviewed by Technology Committee; IT Management Annual Report   **Date:**   Ongoing annual review with summation by July 1

Objective #2: The College will utilize assessment data and planning information from all components of the institution to identify long term technology needs/projections.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes

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

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: As evidenced by submitted plans   **Date:** Annual with review by July 1

Objective #3: The College will support the technology infrastructure through appropriate resources allocation decisions.
Responsibility: President
Statement of Need: To ensure efficient and effective purchasing processes

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. Training and implementation of Ellucian-Colleague including all infrastructure requirements

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $; <mark>Technology</mark>
Assessment Method/Date: As evidenced by Technology Plan and budget; IT Management contract and Annual Report; progress report for Ellucian-Colleague   **Date:** Annual with summation by July 1

Objective #4: Maintain and enhance technology infrastructure of the President's Office
Responsibility: Administrative Secretary to the President
Statement of Need: To ensure continuous maintenance and enhancement of technology in order to accomplish primary responsibilities of Institutional Advancement, Human Resources, Marketing and Community Relations, and Institutional Assessment, Effectiveness, and Planning

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

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $

Assessment Method/Date: As evidenced by inventory list and budget   **Date:** Annual with summation by January 1

Student Information Systems/Special Projects/Information Security

Objective #1 :   Support and enhance the technological infrastructure of the institution by ensuring full integration of Colleague.
Responsibility: Student Information System Director
Statement of Need: The enterprise resource planning (ERP) and student information system (SIS) must ensure the viability, stability of the institution in addition to fulfilling the primary responsibilities and accountability to all Vernon College stakeholders.   SACSCOC criteria 11.3   The Vernon College Effectiveness Questionnaire Summary – 2021: Promotes planning and assessment to ensure accountability and continuous improvement of the Vernon College mission focused processes and practices 84% Strongly Agree/Agree.
Actions: 1. Ensure full integration of Colleague according to project plan, training and implementation calendar.   2. Evaluate and plan accordingly to integrate third-party applications.   3. Monitor to ensure within budget and on time by fall 2023.
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: **Date:**   As evidenced by project completion as defined by project plan, training and implementation calendar. Approved budget. Fall 2023

Student Services

Admissions and Records

Objective #1 :   Maintain and enhance technology infrastructure of the Admissions and Records Office
Responsibility: Director of Enrollment Management/Registrar
Statement of Need: The Admissions and Records Office must maintain and enhance technology in order to accomplish the primary responsibilities for the office
Actions: 1. Monitor accuracy of migration on student information into Ellucian/Colleague   2. Monitor use of SoftDocs software   3. Monitor ApplyTexas requirements
Resources and Approximate $: <mark>Institutional Improvement</mark> – Time and Effort, no$, <mark>Technology</mark>
Assessment Method: Ellucian, SoftDoc and ApplyTexas analytic reports **Date:** August 2023

Financial Aid

Objective #1:   Maintain and enhance technology infrastructure of the Financial Aid Office.
Responsibility: Director of Financial Aid

Statement of Need: Financial aid must continuously maintain and enhance technology in order to accomplish the primary responsibilities for the office, meets student expectations, and comply with Department of Education technology requirements.
Actions:
1. Replace, as determined by Run Biz, desktop computers for Financial Aid staff.
2. Purchase replacement printers, as needed, for Financial Aid staff.
3. Purchase replacement scanners, as needed, for the Financial Aid Department.
4. Monitor Department of Education technology requirements for electronic processing
Resources and Approximate $: ==Technology:== No money. Supplies $1,000
Assessment Method: Purchase of the above before or during the academic year   **Date:** August 2023

Recruiting

Objective #1 :   Maintain and enhance technology infrastructure of the Recruiting Office
Responsibility: College Access Coordinator
Statement of Need: The Recruiting Office must maintain and enhance technology in order to accomplish the primary responsibilities for the office
Actions:
1. Monitor use of QR codes
2. Monitor use of the virtual tour
Resources and Approximate $: ==Institutional Improvement== – Time and Effort, no$
Assessment Method: QR code and Virtual Tour analytic reports
Date: August 2023

Student Services

Objective #1: Fully support and participate in conversion to the new Vernon College Enterprise Resource Program / Student Information System (ERP/SIS).
Responsibility: Dean of Student Services and all Student Services employees
Statement of Need: Vernon College will be implementing a new ERP/SIS by Ellucian. Student Services will actively participate in all trainings and conversion meetings so that staff can utilize the system at full capacity as soon as possible.
Actions:
1. Monthly meetings with all Student Services staff to provide updates and timelines regarding the conversion progress as well as field questions from staff.
2. Arrange schedules and coverage so that all staff can attend ERPSIS meetings and trainings.
Resources and Approximate $: ==Institutional Improvement==– no $$, ==Technology==
Assessment Method: Calendar of meetings attended from September 1, 2022 to August 31, 2023.   Date: September 2023.

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

Instructional Services

Instructional Services

Objective #1 : Actively seek external funding for appropriate areas of Instructional Services
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Directors, Coordinators, Faculty, Institutional Advancement
Statement of Need: Financial support for specific needs to assist student success, including, the PASS Center, CTE programs, technology needs, Discipline curriculum
Actions: 　1. Continue pursuing these current grants: Carl D. Perkins, The Priddy Foundation, The J.S.Bridwell Foundation, Bryant Edwards Foundation, Inc., Gen Conley Foundation, Fain Foundation, Nursing Shortage Reduction Program (NSRP), Jobs and Education for Texans (JET), Nursing Innovation Grant Program (NIGP) 　2. Seek new sources of grant funding
Resources and Approximate $: No $; Institutional Improvement
Assessment Method: Amount received from grant sources, new grant received　　　　**Date:** September 2023

Office of the President

Athletics

Objective #1: Continue with existing fundraising efforts and support the possibility of new avenues.
Responsibility: Athletic Department
Statement of Need: Coaches lists of wants continues to grow.
Actions: 　1. Support Coaches in possibility of a departmental golf fundraising tournament. 　2. Continue to sustain existing fundraising efforts. 　3. Continuation of exploration of new fundraising efforts.
Resources and Approximate $: Institutional Improvement, no $
Assessment Method: Increased dollars deposited into Restricted Accounts　　　　**Date:** May 2023

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 and departmental support and grantsmanship.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Grant Developer
Statement of Need: Philanthropic and public support, such as federal and state grants, provide increased funding for the "tools" that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Grant proposals, with the assistance of appropriate faculty and staff, can be written and submitted for specific programs, departments, the College as a whole, and scholarship support.   Additionally, current donors are solicited and alumni, prospective individuals and corporations can be identified, cultivated and solicited for philanthropic support.
Actions: - Continue to raise $275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.   - Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.   - 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.   - 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.   - Serve as the Grant Manager for college grant programs as assigned.
Resources and Approximate $: <mark>Institutional Improvement</mark>: No $
Assessment Method: **Date:** $275,000 raised from current donors and identified new donors, implementation of pilot affinity groups, other giving strategies, and grants as evidenced by reports provided for monthly Board of Trustees meetings, Foundation quarterly meetings, and the Voluntary Survey for Aid to Education (VSE) by August 31, 2023.   - Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2022.   - Ensure that all managed grants continue to be in compliance with all Federal and State of Texas rules and regulations as shown by the College's Annual Audit by December 31, 2022.

Marketing and Community Relations

Objective #1: Explore opportunities to assist the Director of Institutional Advancement/Executive Director, Vernon College Foundation in Alumni cultivation.
Responsibility: Coordinator of Marketing and Community Relations
Statement of Need: Philanthropic support provides increased funding for the "tools" that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Alumni can be identified, cultivated and solicited for philanthropic support.
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.
Resources and Approximate $: <mark>Institutional Improvement</mark> – time and effort.
Assessment Method: **Date:**
Comparison of fundraising from previous year to this year. August 31, 2023
The VSE report from Razors Edge.

Police/Security

Objective #1 : Identify and pursue grant opportunities offered to qualifying police departments.
Responsibility: Director of Campus Police
Statement of Need: Effective police equipment, training, and tools costs continue to grow.
Actions:
1. Work with Institutional Advancement to locate grant opportunities. 2. Build relationships with possible donors. 3. Apply for qualifying opportunities.
Resources and Approximate $: <mark>Institutional Improvement</mark>
Assessment Method: Grant dollars received   **Date:** May 2023

President/Planning, Assessment, and Effectiveness

Objective #1: The College will support process review and recommendations for change of fundraising activities to enhance external funding.
Responsibility: President
Statement of Need: Enhanced scholarship opportunities through fundraising and capital projects; to target the Key Performance Indicators of Accountability benchmarks for Percent of 12 County Service Area High School Graduates who go to College and Financial Aid
Actions:
1. Direct review of fund raising activities
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: Philanthropic reports, departmental recommendations, institutional scholarship dollars awarded   **Date:** July 1

Student Information Systems/Special Projects/Information Security

Objective #1 : Research and explore the needs and ideas of incorporating how Colleague tools and resources can support external fundraising to better support the College.
Responsibility: Student Information System Director
Statement of Need:
SACSCOC criteria 5.2.c and13.3

The Vernon College Effectiveness Questionnaire Summary – 2021: Has qualified administrative and academic officers with experience, competence and capacity to lead the institution 85% Strongly Agree/Agree

Actions:
    1. Meet with the Institutional Advancement component to collaborate and identity needs in which Colleague can address.
    2. Evaluate and plan accordingly to integrate third-party applications.

Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: **Date:**   Meeting notes with Institutional Advancement. September 2023

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

Instructional Services

Instructional Services

Objective #1 : Utilize alumni as guest speakers in programs and disciplines
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Directors, Coordinators, Program/Discipline Faculty
Statement of Need: Alumni that know the VC programs and can speak to the benefits and challenges of the chosen career path can assist student success. These can also serve as future references and job contacts.

Actions:
   1. Solicit alumni participation to serve on CTE advisory committees
   2. Establish contacts with alumni to share career pathway information
   3. Contact alumni members of Phi Theta Kappa as potential speakers

Resources and Approximate $: No $; Institutional Improvement
Assessment Method: Number of alumni utilized, Satisfaction Survey   **Date:** August, 2023

Office of the President

Athletics

Objective #1 : Return of sport specific alumni games/events to be held in the off season or early in-season
Responsibility: Athletic Department
Statement of Need: Return alumni back to campus to aid in the process of strengthening our alumni base

Actions:
   1. Require each sport to put on some sort of alumni based event/game.
   2. Have VC Marketing Department and coaching staffs develop outreach via social media and other avenues

Resources and Approximate $500 per sport for commemorative T-shirts, Institutional Improvement
Assessment Method: Documentation of said event with attendance and picture. Purchase requisitions for T-shirts   **Date:** August 2023

Institutional Advancement

Objective #1: Continue outreach to Alumni to increase awareness about the College and Foundation, encourage philanthropic support, and participation in College Events.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist.
Statement of Need: Vernon College needs a strong, supportive alumni base to serve as advocates for the College and provide support through philanthropic gifts.
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.

Resources and Approximate $: Institutional Improvement: No $

Assessment Method:	**Date:**

1. Increase the number of current alumni addresses, emails, and telephone numbers added to the RE NXT database by 2% compared to 2021-2022 statistics by August 31, 2023.
2. Compare the Alumni engagement through social media analytics of the Facebook page compared to the 2021-2022 statistics by August 31, 2023.
3. Compare the number of Vernon College Effectiveness Questionnaire Alumni Question respondents in fall 2021 to the fall 2022 number to measure Alumni engagement.

Marketing and Community Relations

Objective #1: Review and update as necessary communications, marketing policies and procedures.
Responsibility: Coordinator of Marketing and Community Relations, Director of Institutional Advancement/Executive Director, Vernon College Foundation, Coordinator of Recruiting.
Statement of Need: All Departmental policies and procedures reviewed annually to ensure compliance with accrediting agency and governing rules and regulations.
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

Resources and Approximate $: Institutional Improvement $0.00

Assessment Method:	**Date:**

1. Annual reviews and updates, if needed, completed by August 31, 2023
2. Subcommittee meeting minutes, and attendance logs. August 31, 2023

President/Planning, Assessment, and Effectiveness

Objective #1: The College will support efforts to strengthen alumni relations.

Responsibility: President
Statement of Need: To ensure effective and efficient Institutional Advancement results
Actions: 1. Support alumni newsletter and meetings 2. Encourage participation of alumni through personal contact
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: As evidenced by newsletters, agendas, minutes and meeting notes   **Date:** Ongoing annual review with summation by July 1

Objective #2: The College will ensure focus on external fund raising through support of personnel, processes, and technology.
Responsibility: President
Statement of Need: As evidenced by Annual Action Plan
Actions: 1. Ensure appropriate software updates 2. Review external fund raising processes 3. Ensure increased applications for grants
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: As evidenced through budget, gift income recorded and segmented mailings   **Date:** July 1

Student Information Systems/Special Projects/Information Security

Objective #1: Research and explore the needs and ideas of incorporating how Colleague tools and resources to strengthen the alumni base to better support the College.
Responsibility: Student Information System Director
Statement of Need: The Vernon College Effectiveness Questionnaire Summary – 2021: Provides former students with opportunities to maintain a strong connection to the College 63% Strongly Agree/Agree
Actions: 1. Meet with the Institutional Advancement component to collaborate and identity needs in which Colleague can address. 2. Evaluate and plan accordingly to integrate third-party applications
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: **Date:** Meeting notes with Institutional Advancement. September 2023

Student Services

Admissions and Records

Objective #1 :   Continue to supply Office of Institutional Advancement with graduate lists
Responsibility: Director of Enrollment Management/Registrar
Statement of Need: Increase alumni base
Actions: 1.   Modification and revision of process to extract graduate lists
Resources and Approximate $: <mark>Institutional Improvement,</mark> No $
Assessment Method: documented revised process **Date:** September 2023

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

Administrative Services

Business Office

Objective #1 : Receive a clean audit following GASB guidelines
Responsibility: Vice President of Administrative Services, Business Office staff
Statement of Need: Meet expectations set forth by the Board of Trustees and following GASB guidelines
Actions: 1. Continue learning and following GASB rules. 2. Review and implement changes in procedures, as needed. 3. Work with auditors annually to facilitate audit.
Resources and Approximate $: <mark>Institutional Improvement</mark>, $45,000
Assessment Method:　　　　　**Date:** December 2022 Audit presented to Board of Trustees

Instructional Services

Instructional Assessment

Objective #1 : Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the THECB approved core curriculum.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment
Statement of Need: THECB and SACSCOC criteria, Institutional Improvement
Actions: 1. Continue to refine and improve the process of compiling and disaggregating results from the core curriculum assessment. 2. Improve the process of disseminating, documenting, and using of results from core curriculum assessment for improvement of core courses.
Resources and Approximate $: <mark>Institutional Improvement</mark> no $
Assessment Method: Presentation of results to Academic Council, College Effectiveness, Program Coordinators and Division Chairs, faculty, and other stakeholders **Date:** September 2023

Objective #2: Continue to refine processes and methods for assessing the core objectives (general education outcomes) in non-core curriculum and CTE courses.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment
Statement of Need: THECB and SACSCOC criteria, Institutional Improvement, Programmatic Accreditation

Actions:
1. Continue to refine and improve the process of compiling and disaggregating results from core objective assessment in CTE and non-core curriculum courses.
2. Improve the process of disseminating, documenting, and using of results from core objective for improvement of CTE and non-core courses.

Resources and Approximate $: None - <mark>Institutional Improvement</mark>

Assessment Method: Presentation of results to Academic Council, College Effectiveness, Program Coordinators and Division Chairs, Advisory Committees, faculty, and other stakeholders **Date:** September 2023

Objective #3 : Continue to refine, increase emphasis on, and utility of Faculty Course Evaluations (formerly End of Semester Course Review)

Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment

Statement of Need: THECB and SACSCOC criteria, Institutional Improvement

Actions:
1. Continue to refine and improve the process of compiling and disaggregating results from faculty course evaluations.
2. Improve the process of disseminating, documenting, and using of results from faculty course evaluations for improvement of course-level instruction.

Resources and Approximate $: None - <mark>Institutional Improvement</mark>

Assessment Method: Presentation of results to Academic Council, College Effectiveness, Program Coordinators and Division Chairs, Advisory Committees, faculty, and other stakeholders **Date:** September 2023

Objective #4 : Continue to refine, increase emphasis on, and utility of Discipline and Program evaluation

Statement of Need: THECB and SACSCOC criteria, Institutional Improvement, Programmatic Accreditation

Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment

Actions:
1. Continue to refine and improve the process of compiling and disaggregating results from discipline and program evaluations.
2. Improve the process of disseminating, documenting, and using of results from discipline and program evaluations for improvement.

Resources and Approximate $: None - <mark>Institutional Improvement</mark>

Assessment Method: Presentation of results to Academic Council, College Effectiveness, Program Coordinators and Division Chairs, Advisory Committees, faculty, and other stakeholders **Date:** September 2023

Office of the President

Athletics

Objective #1: Push expectations of excellence in the entire athletic department to meet athletic and academic policies and procedure guidelines.

Responsibility: Athletic Director and Associate Athletic Director

Statement of Need: Vernon College athletic programs are not viewed as strong contenders to qualify for post-season competitions.
Actions: 1. Mandatory completion and submission of Annual NJCAA Compliance Exam 2. Continue with documentation of season accomplishments and end of season reviews. 3. Adherence to Athletic Policy and Procedure Manual of post-season requirement.
Resources and Approximate $: <mark>Institutional Improvement</mark> (NO $$)
Assessment Method: Submission of Compliance Exam and End of Season Reviews   **Date:** May 2023

Human Resources

Objective #1: Review/update policies and procedures in Vernon College Employee Handbook.
Responsibility: HR Director and Employee Handbook Committee
Statement of Need: to ensure ongoing compliance with state/federal rules and regulations, benefit updates, and policies and procedures
Actions: 1. Employee Handbook will be reviewed 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 and employees notified via email.
Resources and Approximate $: <mark>Institutional Improvement</mark> - $0
Assessment Method: Posted updated Employee Handbook as well as Employee Handbook Committee meeting agendas/minutes on the Vernon College website.   **Date:** by August 2023

Institutional Advancement

Objective #1: Review and update as necessary Institutional Advancement policies and procedures.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation, Advancement Services Specialist, Grant Developer
Statement of Need: All Departmental policies and procedures should be reviewed annually to ensure compliance with accrediting agency and governing rules and regulations.
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.
Resources and Approximate $: <mark>Institutional Improvement:</mark> No $
Assessment Method: **Date:**

1. Policies reviewed and updated, if necessary, by August 31, 2023.

Marketing and Community Relations

Objective #1 : Implement a clear marketing plan
Responsibility: Coordinator of Marketing and Community Relations
Statement of Need: To ensure effectiveness and focus on the mission of the college by utilizing effective planning and assessment
Actions: 1. Meet with ad firm Crane West to discuss upcoming media blitz for enrollment in Fall (March- August) and Spring (November-January). 2. Consult with Integrated Marketing and Recruiting Committee on plan for upcoming year, on the message to promote through all areas of advertising. 3. Consult with recruiting and student success specialist to discuss current students' needs and trends and apply them to the marketing plan.
Resources and Approximate $: <mark>Institutional Improvement-</mark> time and effort into building and executing plan
Assessment Method:　　　　**Date:** 1. Reports from Crane West meetings with marketing budget attached, August 31, 2023 2. Integrated Marketing and Recruiting Committee meeting agenda and minutes, August 31, 2023

Police/Security

Objective #1 : Develop and implement a Emergency Management Plan (EOP) that is compliant with National Incident Management Systems (NIMS)
Responsibility: Director of Campus Police
Statement of Need: In accordance with the Texas Education Code 37.2071 all public junior college districts are required to have a Emergency Operations Plan (EOP) that is compliant with National Incident Management Systems (NIMS)
Actions: 1. Review and revise the current Crisis Management Plan to be in compliance with NIMS 2. Present to the President and the Board of Trustees for approval
Resources and Approximate $: <mark>Institutional Improvement</mark>, no dollars
Assessment Method: Revise, update, and approval of plan by the Board of Trustees by May 2023　　　　**Date:** May 2023

President/Planning, Assessment, and 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.
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet expected SACSCOC compliance criteria and to ensure that all stakeholders have a clear understanding

Actions:
1. To annually review mission documents in meetings

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $

Assessment Method/Date: As evidenced agendas, minutes and meeting notes   **Date:** December 2018

Objective #2: The College will update and adhere to KPIA benchmarks, the Assessment/Report Calendar, Planning Calendar and budget cycle to ensure institutional accountability
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To ensure data driven, effective and efficient decision making; to target KPIA benchmark Budget Revenue and Expenditure

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

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $

Assessment Method/Date: As evidenced by calendars and their completion, Key Performance Indicators of Accountability, Annual Action Plans and the operating budget   **Date:**   Ongoing annual review with summation by July 1

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.
Responsibility: President
Statement of Need: All employees need to be informed of future needs

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

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $

Assessment Method/Date: As evidenced through participation in focus groups and conferences, component Annual Action Plans, and budgets **Date:**   Ongoing annual review with summation by July 1

Objective #4: The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability
Responsibility: President and Director of Planning, Assessment, and Effectiveness
Statement of Need: To meet expected SACSCOC compliance criteria; to ensure the College's Strategic Plan components clearly define the mission; and to ensure all stakeholders are informed

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

Resources and Approximate $: <mark>Institutional Improvement</mark>: $10,000 for production of reports, <mark>Technology</mark>

Assessment Method/Date: Development of reports by July 1 and update of strategic plan document, Ellucian-Colleague progress review **Date:** ongoing and by August 1

Objective #5: The College will ensure ongoing SACSCOC Compliance in preparation for future reports.

Responsibility: President, Director of Planning, Assessment, and Effectiveness and Administrative Team

Statement of Need: To meet expected SACSCOC compliance criteria

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 5th Year Report

Resources and Approximate $: <mark>Institutional Improvement,</mark> no $

Assessment Method/Date: Completion of institutional self-study **Date:** by August 1

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

Responsibility: President and Administrative Team

Statement of Need: To ensure appropriate, effective and efficient representation and charge to committees for the entire strategic planning and assessment process

Actions:

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

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $

Assessment Method/Date: Revised standing committees **Date:** by July 1

Objective #6: The College will review and utilize as appropriate available analytics and data from software and other sources.

Responsibility: Director of Planning, Assessment, and Effectiveness

Statement of Need: To take full advantage of available analytics and data from sources in use by the College. To enhance assessment use through Strategic Planning processes such as Annual Action and Institutional Effectiveness Plans. To ensure compliance with SACSCOC standards such as 8.1 Student Achievement.

Actions:

1. Review, share and provide training as appropriate for analytics and available data through sources such as National Student Clearinghouse, AVISO, Softdocs/Etrieve etc.

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $, <mark>Technology</mark>
Assessment Method/Date: Sharing and use of analytics/data as evidence through agendas/minutes, Annual Action Plans, and Institutional Effectiveness Plans **Date:** by August 31

Student Information Systems/Special Projects/Information Security

Objective #1 :   Compliance with SACSCOC Federal Requirements
Responsibility: Student Information System Director
Statement of Need: The institution is in compliance with its program responsibilities under SACSCOC guidelines.
Actions: 1. Participate in College Effectiveness Committee Meetings.   2. Research and explore the data needs and institutional processes as evidenced with compliance with SACSCOC standards and policies as supported by Colleague.   3. Participate in Student Success Data Committee Meetings.
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: **Date:**   Attendance Reports and meeting minutes. August 2023

Objective #2:   Assess the impact of Colleague and Vernon College stakeholder satisfaction.
Responsibility: Student Information System Director
Statement of Need: Evaluate full integration, utilization, functionality and satisfaction of Colleague.
Actions: 1. Conduct an annual overall assessment of Colleague.   2. Conduct regular reviews of Colleague on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.   3. Administer formative and summative assessments.   4. Conduct personal interviews and focus groups.
Resources and Approximate $: <mark>Institutional Improvement</mark> and <mark>Technology</mark>, no $S
Assessment Method: **Date:**   Review results from aforementioned assessments, interviews, focus groups and reviews for improvement. August 2023

Student Services

Admissions and Records

Objective #1 : Compliance with SACSCOC Criteria Section 10 Educational Policies, Procedures, and Practices 10.1
Responsibility: Director of Enrollment Management/Registrar
Statement of Need: The institution publishes, implements, and disseminates policies that adhere to principles of good educational practice and that accurately represent the programs and services of the institution
Actions: 1. Review Admissions Policies annually with VC Admissions Committee for consistency with the College mission
Resources and Approximate $: <mark>Institutional Improvement</mark>, no$
Assessment Method: Admissions Committee meeting minutes **Date:** July 2023

Objective #2 :   Compliance with SACSCOC Criteria Section 12 Academic and Support Student Services 12.5
Responsibility: Director of Enrollment Management/Registrar
Statement of Need: The institution protects the security, confidentiality, and integrity of student records and maintains security measures to protect and back up data. (Student records) (
Actions: 1. Monitor student record access allowed through the College's software system and compliance with FERPA
Resources and Approximate $: <mark>Institutional Improvement</mark>, no$
Assessment Method: Annual email communication with ERP/SIS Coordinator **Date:** March 2023

Financial Aid

Objective #1:   Maintain Financial Aid Office Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) satisfaction rankings (agree or strongly agree) at or above the small colleges cohort.
Responsibility: Director of Financial Aid
Statement of Need: To meet expected SACSCOC compliance criteria and to ensure continual improvement of financial aid services to students.

Actions:
   1. Review CCSSE and SENSE results as related to Financial Aid.
   2. Develop action plan and/or training as needed to improve satisfaction rankings.

Resources and Approximate $: <mark>Institutional Improvement</mark>: Time and Effort No $$
Assessment Method: CCSEE and SENSE satisfactory rankings   **Date:** CCSSE August 2023/SENSE April 2023

Objective #2 :   Compliance with SACS COC Section 13: Financial and Physical Resources #6
Responsibility: Director of Financial Aid

Statement of Need: The institution (a) is in compliance with its program responsibilities under Title IV of the most recent Higher Education Act as amended and (b) audits financial aid programs as required by federal and state regulations. In reviewing the institution's compliance with these program responsibilities under Title IV, SACSOC relies on documentation forwarded to it by the U.S. Department of Education. (Federal and state responsibilities)
Actions:
1. Participate the annual Department of Education conference and other professional development opportunities.
Resources and Approximate $: <mark>Institutional Improvement:</mark> Travel budget of approximately $6,000
Assessment Method: Unmodified audit with no management letter notations or findings, and a successful reconciliation with the business office and the Department of Education.   **Date:** January 2023

Recruiting

Objective #1 : Review and evaluate all recruiting documents
Responsibility: College Access Coordinator
Statement of Need: The institution publishes, implements, and disseminates policies that adhere to principles of good educational practice and that accurately represent the programs and services of the institution
Actions:
1. Review all recruiting documents annually with the VC Integrated Marketing and Recruiting Committe for consistency with the College mission
Resources and Approximate $: <mark>Institutional Improvement</mark>, no$
Assessment Method: Integrated Marketing and Recruiting Committee meeting minutes **Date:** July 2023

Student Services

Objective #1:   Create a catalog of departmental surveys used by Vernon College Student Services Departments.
Responsibility: Dean of Student Services
Statement of Need: Vernon College Student Services utilizes departmental surveys of students to discover and document specific student needs, satisfaction and opinions on the services we provide. Each department utilizes its own specifically tailored surveys sent to only the students who use those services. We do not have a centralized catalog of these surveys or the results.
Actions:
1. Determine what surveys each Student Services department (Dual Credit, Veterans Affairs, Student Activities, Testing, Housing) utilizes and obtain a copy of the most recent survey.
2. Provide a yearly catalog of these surveys to the Vernon College President.
Resources and Approximate $: <mark>Institutional Improvement</mark>, personnel time – no $$
Assessment Method: Catalog of Student Services Surveys provided to the Vernon College President.   **Date:** June 2023

Student Success

Objective #1: Administer, analyze, and share information for assessments to be used for benchmarking and comparability purposes.
Responsibility: Student Success Pathway Director
Statement of Need: It is necessary to assess the level of impact and student success of Student Success programming. This includes initiatives from participation in Texas Guided Pathways (Student Success Pathway Advising, career centered New Student Orientation).   –   SACSCOC Student Achievement 8.1, 8.2.c; Academic and Student Support Services 12.1
Actions: 1. Analyze program level assessments both quantitative and qualitative to determine the success and impact of student success programs. 2. Analyze state or nationally normed assessments (e.g., Community College Survey of Student Engagement (CCSSE), Survey of Entering Student Engagement (SENSE), Texas Pathways Institute data) both quantitative and qualitative to determine the success and impact of student success programs. 3. Develop advisor assessment instruments to be incorporated as part of the annual professional review process. 4. Transition student perception surveys to AEFIS including mapping students to assigned Student Success Advisor/Student Success Specialist.
Resources and Approximate $: <mark>Institutional Improvement</mark> – no $, staff time and effort
Assessment Method: **Date:** 1. Program level assessment results and use of results for improvement. August 2023 2. State or national level assessment results and use of results for improvement. August 2023 3. Assessment instrument, advisor training meeting date, date approved to be included in annual professional review. August 2023 4. Survey results from AEFIS and analysis. August 2023