Vernon College

2018-2019

Institutional Effectiveness Plans

Summary

July 2018

Approved by the College Effectiveness Committee _____
Approved by the Board of Trustees _____

Administrative Services

Department/Program: Book Stores

Department/program purpose in support of the Vernon College Mission: The bookstores provide support services for all educational programs by providing easy access to all required classroom materials in a convenient location and at the lowest possible cost to the students. Any profits from operations of the bookstores are dedicated to scholarships.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. The College bookstores will operate within the internal control structure and all other policies and procedures established by College administration to ensure that assets are safeguarded and income and expenses are processed and recorded accordingly. (PG 1)
2. The College bookstores will be operated in a prudent business-like manner to realize a reasonable profit to be returned to the students in the form of scholarships according to the annual operating budget. (PG 2)

Assessments used to measure expected outcomes:
1. The annual audit, performed by outside independent auditors, will test internal control procedures that will include safeguarding of assets and adherence to policies and procedures in recording transactions. (EO 1)
2. The bookstore profit and loss statement, which is prepared at year-end as part of the audit, will establish the amount available for scholarship transfer, and will be used by management to look for areas of savings or increased profit margins. (EO 2)

Submitted by: Garry David, Dean of Administrative Services
Date: 06.28.2018

Department/Program: Business Office

Department/program purpose in support of the Vernon College Mission: The Business Offices provide support services for all educational programs and college-related activities including –
      Processing, calculating, billing and collecting student tuition and fees.
      Disbursing excess financial aid to students.
      Processing payroll and all other college expenditures.
      Providing budgetary and fiscal review and oversight.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. All revenues and expenditures will be processed and recorded according to approved policies and procedures. (PG 1 and 2)
2. Clean audit report with no findings or questioned costs and no management letter comments. (PG 1)
3. Actual revenues and expenses will fall within budgeted guidelines. (PG 1)
4. Reduce the number of checks printed and mailed to students by educating them on the security and timing benefits of using direct deposit. (PG 1)

Assessments used to measure expected outcomes:

1. The annual financial audit will include tests of internal controls and tests of transactions to ensure that all transactions are processed in accordance with established policies and procedures and College assets are being properly safeguarded. (EO 1 and 2)
2. Interim financial statements are reviewed with the Board of Trustees on a monthly basis and operating adjustments are made as deemed necessary to stay within budget constraints. (EO 3)
3. The Business Office maintains a spreadsheet that tracks the number of checks written vs. direct deposits for each student refund cycle. (EO 4)

Submitted by: Garry David, Dean of Administrative Services
Date: 06.28.2018

Department/Program: Information Technology

Department/program purpose in support of the Vernon College Mission: The IT Department is responsible for supporting and maintaining the network infrastructure, as well as provide technical support and consulting to faculty and staff.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. Adhere to standard IT Management best practices to support and maintain Vernon College's network infrastructure to maintain a 99.9% availability. (PG # 2)
2. Provide support of core applications used by faculty/staff and students as provided by the Support Service Levels (PG # 2 and 3)
3. Engage with College Leadership to provide consultation and implementation of IT Best Practices through quarterly vCIO meetings to align IT strategy with college initiatives. (PG # 1 and 3)

Assessments used to measure expected outcomes:

1. IT Strategic Plan - The goal of the IT Strategic Planning process is to develop a comprehensive plan that will help both to enhance and to coordinate the IT resources and activities of the entire campus. This document is intended to be a work in progress.

It shall from time to time be reviewed and updated. It is intended to give a current view of the status of Information Technology at Vernon College. It will also state an overall direction in terms of core philosophies and list current budgeted projects. (EO # 1 and 3)

2. IT Management Support Metrics - Data to support Faculty/Staff user support requests as well as student email/Canvas/POISE/Website support email requests. (EO # 2)

Submitted by: David Tittle, vCIO
Date: July 24, 2018

Department/Program: Physical Plant

Department/program purpose in support of the Vernon College Mission: The Vernon College physical plant department will provide support services for educational programs and college-related activities by overseeing and managing all maintenance, construction and custodial needs of all College facilities, grounds and equipment.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. All Vernon College facilities, grounds and equipment will be maintained in a manner that will keep everything operational and visually appealing to promote a culture of learning for all students and employees. (PG 1, 2 and 4)
2. Future needs must also be anticipated and planned for. (PG 2)

Assessments used to measure expected outcomes:
1. All aspects of the physical plant are continuously monitored and evaluated by all College employees. Any issue with performance, functionality, safety, cleanliness or general appearance of any College property can be brought to the attention of the physical plant managers at any time by any College employee. (EO 1 and 2)
2. Future needs of the College are evaluated each spring during a meeting of the Facilities Planning Committee. A diverse group from all areas of the College meet and review the progress of any previously identified needs as well as to discuss other future needs. The Dean of Administrative Services and the Physical Plant managers review the plan at least quarterly to discuss ongoing projects. (EO 2)
3. To help ensure that we are providing facilities that meet the needs of the students, the College includes a question on the end of semester Student Instructional Report (SIR II) regarding the adequacy of College facilities. Results of those surveys are reviewed appropriate management.

Submitted by: Garry David, Dean of Administrative Services
Date: 06.28.2018

Recruiting, Admissions, Records and Financial Aid

Department/Program: Admissions and Records

Department/program purpose in support of the Vernon College Mission: The Admissions and Records Office works to ensure that all persons who may benefit from higher education have access to the educational opportunities offered, by assisting students through the inquire, admissions, registration, and completion processes.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. State and Federal reports will be submitted on time as indicated by the Annual Reporting Calendar (PG 1 and 5).
2. Encourage and promote the use of technology for admissions applications to Vernon College as measured by number of online applications versus paper applications (PG 1, 4 and 5).

Assessments used to measure expected outcomes:
1. Texas Higher Education Coordinating Board status of reports webpage. (EO 1)
2. Run bi-monthly reports of online applications versus paper applications. Utilize the www.applytexas.org (online application software) versus manual count of paper applications (EO 2)

Submitted by: Amanda Raines, Director of Enrollment Management/Registrar
Date: 07.16.2018

Department/Program: Financial Aid

Department/program purpose in support of the Vernon College Mission: It is the mission of the Financial Aid Office to eliminate or diminish any financial barriers to students seeking an education at Vernon College, and to inform prospective students, parents and enrolled students of financial aid resources and requirements.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Students will be better informed about the financial support that Vernon College provides to help them afford their education (PG 3).
2. A successful reconciliation with the Business Office and U.S. Department of Education at year end, and an unmodified annual independent audit. (PG 1)

Assessments used to measure expected outcomes:
1. Community College Survey of Student Engagement (CCSEE) (EO 1)
2. Number of students receiving aid and the dollars awarded (EO 1)
3. Annual Independent Audit (EO 2)
4. Reconciliation reports (EO 2)

Submitted by: Melissa Elliott, Director of Financial Aid
Date: 06.28.2018

Department/Program: Recruiting

Department/program purpose in support of the Vernon College Mission: The Recruiting Office works to ensure that all persons who may benefit from higher education have access to the educational opportunities offered by assisting students through the inquire and admissions processes.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Utilize the new Rural Road Show program to engage potential students from rural areas and to demonstrate educational opportunities for rural students. Establish benchmarks for activities in 2018-2019 for future comparisons and measurements (PG 1, 2 and 5).
2. Promote engagement of potential minority and non-traditional students by participation in recruitment events that target individuals from diverse backgrounds. Establish benchmarks for activities in 2018-2019 for future comparisons and measurements (PG 1, 2 and 5).
3. Increase overall recruitment efforts by 2% to maintain student enrollment as compared to 2017-2018 efforts as indicated by Year-End Recruitment Report data (PG 1 and 5).

Assessments used to measure expected outcomes:
1. Annual Year-End Recruitment Report (EO 1, 2 and 3)
   - Number and type of recruiting events attended by recruitment staff
   - Recruiting event evaluation summaries
   - Total application and enrollment of students engaged through recruiting efforts
2. Rural Road Show Program Report (EO 1)

Submitted by: Rachel White, Recruiting Coordinator
Date**:** 07.12.2018

Instructional Services

Continuing Education – Avocational/Public Service

Purpose in support of the Vernon College Mission: The Avocational/Public Service Component of the Continuing Education department supports the mission of the college by providing personal enrichment courses and activities.

Expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Enroll a minimum of 550 students in Kids College and achieve a 90% satisfaction rating by students. (PG 4 and 5)
2. Enroll a minimum of 2850 students in avocational courses and achieve a 90% satisfaction rating by students. (PG 4 and 5)

Assessments used to measure expected outcomes:
1. Enrollment data as reported on Continuing Education Annual Reports. (EO 1 and 2)
2. Student course evaluations. (EO 1 and 2)

Submitted by: Nina Feldman, Director of Community/Recreational Services and Continuing Education
Date: 07.02.2018

Continuing Education – Business & Industry

Purpose in support of the Vernon College Mission: The Business and Industry Component of the Continuing Education department supports the mission of the college by responding to specific requests of service area business and industry for employee acquisition of upgraded skills and knowledge.

Expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Achieve a minimum of 90% satisfaction by employers. (PG 4 and 5)
2. Achieve a minimum of 90% satisfaction by participants in contracted classes. (PG 4 and 5)
3. Offer a minimum of 350 contracted courses to business and industry. (PG 4 and 5)

Assessments used to measure expected outcomes:
3. Employer Evaluation of Training (EO 1)
4. Student course evaluations (EO 2)
5. Course data as reported on Continuing Education reports (EO 1)

Submitted by: Nina Feldman, Director of Community/Recreational Services and Continuing Education
Date: 07.02.2018

Continuing Education - Vocational

Purpose in support of the Vernon College Mission: The Vocational Component of the Continuing Education department supports the mission of the college by providing fast track, short-term, career and technical training which enables students to gain skills and knowledge necessary to enter the workforce.

Expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Enroll a minimum of 1800 students per academic year with satisfaction rates of 90% or better. (PG 4 and 5)
2. Achieve a minimum average licensure pass rate of 85%. (PG 4 and 5)

Assessments used to measure expected outcomes:
1. Enrollment data as reported on Continuing Education Annual Reports. (EO 1)
2. Student course evaluations. (EO 1)
3. Licensure data as compiled by the Office of Institutional Effectiveness. (EO 2)

Submitted by: Nina Feldman, Director of Community/Recreational Services and Continuing Education
Date: 07.02.2018

Department/Program: Early College Start - Dual Credit/Concurrent Enrollment

Department/program purpose in support of the Vernon College Mission: The Early College Start program supports the Mission of the College by effectively serving our service area high schools with their dual credit/concurrent enrollment needs. The Early College Start program also provides the institution with significant recruiting opportunities and visibility while enhancing the "college- going" culture of our service area.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Provide "Spring Forward" presentations and/or presentation information to a minimum of 70% of our service area high schools and 100% of our service area high schools who are currently working with Vernon College for their dual credit needs. These presentations and information packets are to guide respective students through the dual credit and concurrent process and procedures. (PG 1, 4 and 5)

2. Provide and or attend events to promote dual credit/concurrent enrollment and Vernon College as a whole. (PG 1, 2 and 3)
3. Enroll a minimum of 550 unduplicated dual credit/concurrent students for the 2018 fall and 2019 spring semesters. (PG 4)
4. Achieve a dual credit student persistence rate at or above the state average as reported in the annual Texas Public Higher Education Almanac. (PG 2)
5. Achieve a dual credit college graduation rate at or above the state average as reported in the annual Texas Public Higher Education Almanac. (PG 2 and 3)

Assessments used to measure expected outcomes:
1. Annual presentation log, including all events attended and/or hosted. (EO 1 and 2)
2. Semester count day reports. (EO 3)
3. THECB state reporting percentages. (EO 4 and 5)

Submitted by: Melissa Moore, Early College Start Coordinator
Date: 07.16.2018

Department/Program: Library Services

Department/program purpose in support of the Vernon College Mission: The library supports the Mission of the College by providing the informational resources, services, and facilities needed to assist students in successfully reaching their educational goals. The library provides equitable services to all students irrespective of the geographical location of the student or mode of instructional delivery, i.e., online, ITV, dual credit, hybrid, on-site, concurrent enrollment.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Ensure library resources, services, and facilities meet the needs of students and faculty as evidenced by approval ratings of at least 85%. (PG 3)
2. Ensure student and faculty awareness of the library's resources, services, and facilities as evidenced by data collected through library assessments. (PG 3)
3. Increase awareness of library services by at least 5% among students enrolled in the nursing program at the Seymour Learning Center.   (PG 3)
4. Ensure 100% of full-time library staff participate in database trainings to learn the features, content, and functionality of the library's primary database resources including JSTOR, Literary Reference Center, Business Source Complete, Opposing Viewpoints in Context, and Academic Search Complete.   (PG 3)
5. Ensure library hours of operation are above the average number of hours offered by cohort institutions of higher education. (PG 3)

Assessments used to measure expected outcomes:
1. Student Survey of Library Services (on-site students in Vernon, Century City Center, Skills Training Center, Seymour, and Sheppard Learning Center) (EO 1, 2 and 3)
2. Library Survey of Online Students (EO 1 and 2)
3. Library Survey of Dual Credit/Concurrent Enrollment Students (EO 1 and 2)
4. Faculty Survey of Library Services (EO 1 and 2)
5. Comparison of Library Hours
    Benchmark hours of operation to peer or cohort institutions of higher education. (EO 5)
6. Professional Development Tracking Form (EO 4)

Submitted by: Marian Grona, Director of Library Services
Date: 06.25.2018

Department/Program: PASS Department-Office for Students with Disabilities (OSD)

Department/program purpose in support of the Vernon College Mission: The purpose of the Office for Students with Disabilities (OSD) is to provide equal access to instruction, testing, and other college-related activities as a means to enhance the success of qualified students with

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Ensure that prospective students and the public are informed of ADA services at Vernon College. (PG 3)
2. Provide necessary accommodations in the classroom, the testing environment, and official college activities (that are required or recommended by faculty) to 100% of the qualified students with disabilities who complete the accommodations request process. (PG 3)
3. Achieve at least an 85% OSD student satisfaction rate on the ADA Satisfaction Survey. (PG 3)
4. Achieve at least a 70% successful course completion rate (A, B, C, P, or CP) for ADA students who use their accommodations. (PG 3)

Assessments used to measure expected outcomes:
1. College website, College Catalog, Student Handbook, ADA Brochure, Electronic Bulletin Boards, Class Syllabi/Outlines; The ADA Satisfaction Survey (EO 1)
2. Student files, Comment Sheets, Notes, ADA Excel Worksheets, The Accommodations Request-Student Agreement Form, and the ADA Satisfaction Survey (EO 2)
3. ADA satisfaction Survey (EO 3)
4. ADA Worksheets in the PASS Department's Shared Drive, and POISE (EO 4)

Submitted by: Deana Lehman, Director of PASS Department/Coordinator of Office for Students with Disabilities

Date: 07.12.2018

Department/Program: PASS Department-New Beginnings

Department/program purpose in support of the Vernon College Mission: The purpose of the New Beginnings Program is to provide direct support services to economically disadvantaged students as a means to assist in the completion of their career and technical or pre-approved academic transfer certificate/degree and their subsequent successful placement.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals
1. Provide necessary services (child care, gasoline reimbursement, textbooks and/or designated supplies, and free tutoring) to at least 200 economically disadvantaged students pursuing a career and technical certificate or degree, or a pre-approved academic transfer major. (PG 3)
2. Achieve at least an 85% student satisfaction rate on the New Beginnings Satisfaction Survey. (PG 3)
3. Identify at least 45 graduates per year from the New Beginnings participants. (PG 3)
4. Achieve at least a 90% placement rate from previous year's graduates. (PG 3)

Assessments used to measure expected outcomes:
1. The annual New Beginnings Fact Sheet, student files and applications, and the shared drive New Beginnings Excel worksheets documenting all services provided. (EO 1)
2. New Beginnings Satisfaction Surveys (EO 2)
3. The VC Certified Graduate List and POISE. (EO 3)
4. Certified VC Graduate List; POISE; Workforce Solutions Database Tracking System; Emails, telephone calls, postcards, and personal visits with graduates; Instructor feedback. (EO 4)

Submitted by: Deana Lehman, Director of PASS Department/Coordinator of Office for Students with Disabilities
Date: 07.12.2018

Department/Program: PASS Department-Tutoring

Department/program purpose in support of the Vernon College Mission: The purpose of the Tutoring Centers is to provide content tutoring, study skills, access to technology, and a place to study/test in an atmosphere conducive to learning as a means to enhance the success of those students who receive early and regular tutoring.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Provide necessary tutoring services (NetTutor, face-to-face tutoring, guided study group tutoring, and in-house essay tutoring) to at least 350 (duplicated) students per year.(PG 3)
2. Provide other services (ADA testing, unique circumstances testing, orientation, study skills, time management skills, etc.) to at least 350 (duplicated) students per year.(PG 3)

3. Achieve at least an 85% student satisfaction rate on the Tutoring Center Services Evaluation. (PG 3)
4. Achieve at least a 70 % successful course completion rate for those students who meet the established criteria. The established criteria, broken into semesters, are as follows:
    a. **16-week semester**: first visit within the first seven weeks with at least four hours of tutoring
    b. **11-week semester**: first visit within the first four weeks with at least four hours of tutoring
    c. **8-week semester**: first visit within the first three weeks with at least three hours of tutoring
    d. **5-week semester**: first visit with the first two weeks with at least two hours of tutoring (PG 3)

Assessments used to measure expected outcomes:
1. Tutoring Session Sheets; PASS Department Shared Drive Tutoring Worksheets; POISE or new ERP/SIS. (EO 1 and 4)
2. PASS Department Shared Drive Testing Excel Worksheets; Tutoring Excel Worksheets; POISE or the new ERP/SIS, Study Lab Sign-In Sheets; Class Rosters. (EO 2)
3. The Tutoring Center Services Evaluation (EO 3)
4. The PASS Department Shared Drive Tutoring Worksheets and Student Grades (EO 4)

Submitted by: Deana Lehman, Director of PASS Department/Coordinator of Office for Students with Disabilities
Date: 07.12.2018

Department/Program: Professional Development

Department/program purpose in support of the Vernon College Mission: The Office of Quality Enhancement oversees the planning, implementation, assessment, and reporting of the Vernon College Quality Enhancement Plan in accordance with accreditation guidelines and requirements established by the Southern Association of Colleges and Schools (SACS-COC). Regarding the "Success through Inquiry" Quality Enhancement initiative, the Office of Quality Enhancement works in close association with both with the Office of the Vice-President of Instructional Services and the Office of Institutional Effectiveness to ensure that Vernon College is in compliance with SACS-COC accreditation requirements.

"Success through Inquiry" is an inquiry-based learning Quality Enhancement Plan (QEP) initiative designed to enrich student educational experiences at Vernon College. The concept of inquiry-based learning (IBL) centers on students' ability to formulate a question or hypothesis, collect relevant and appropriate information or data, analyze and evaluate that data for accuracy, and subsequently present their findings in a discipline appropriate manner (demonstration, presentation, research paper, etc.).

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. A clear articulation and implementation of the QEP faculty training and development process aligned with the QEP Review Framework within the written QEP proposal narrative (the review framework includes An Institutional Process; Focus of the Plan, Learning Outcomes; Institutional Capability for the Initiation, Implementation, and Completion of the Plan; Broad-Based Involvement of Institutional Constituencies; and Assessment of the Plan) (PG 1, 2 and 4).

2. A well-developed college-wide QEP awareness/training and development program in conjunction with the Professional Development Department that involves all Quality Enhancement Plan developments/activities/events throughout 2018-2019 (PG 1, 2, 4 and 5).

3. Comprehensive communication regarding all Quality Enhancement Plan initiatives, progress, and results within the institution as well as outside stakeholders (such as SACSCOC) throughout 2018-2019 (PG 1, 2 and 4).

4. Continued development, improvement, replenishment, training/support and implementation of the Quality Enhancement Resource Inventory (QERI) in association with the Technology Committee and the Distance Education Committee (PG 1, 2 and 4).

Assessments used to measure expected outcomes:

1. A finalized faculty training course that includes all components of the QEP initiative; faculty training completion logs; agenda and minutes noting appropriate approvals by the QEP Planning Committee/Implementations where necessary; agenda and minutes noting appropriate approvals by any additional appointed QEP Task Force(s) (EO 1).

2. Governance thru Committees Membership List—specifically the QEP Planning and Professional Development Committees; professional development policy/procedures; QEP/PD Calendar of events (EO 2).

3. Institutional/College Effectiveness posted documentation; SACS-COC transmitted documentation; QEP Planning Committee Session minutes/documentation, college-wide e-mail notification tracking; QEP related professional development documentation; assorted QEP promotional materials (EO 3).

4. Governance thru Committees Membership List, requests and approvals by the Technology Committee, agendas and minutes noting approval of the request process; QERI related professional development documentation (EO 3).

Submitted by: Donnie Kirk, Director of Quality Enhancement
Date: 07.11.2018

Department/Program: Quality Enhancement

Department/program purpose in support of the Vernon College Mission: The Office of Quality Enhancement oversees the planning, implementation, assessment, and reporting of the Vernon College Quality Enhancement Plan in accordance with accreditation guidelines and requirements established by the Southern Association of Colleges and Schools (SACS-COC). Regarding the "Success through Inquiry" Quality Enhancement initiative, the Office of Quality Enhancement works in close association with both with the Office of the Vice-President of Instructional Services and the Office of Institutional Effectiveness to ensure that Vernon College is in compliance with SACS-COC accreditation requirements.

"Success through Inquiry" is an inquiry-based learning Quality Enhancement Plan (QEP) initiative designed to enrich student educational experiences at Vernon College. The concept of inquiry-based learning (IBL) centers on students' ability to formulate a question or hypothesis, collect relevant and appropriate information or data, analyze and evaluate that data for accuracy, and subsequently present their findings in a discipline appropriate manner (demonstration, presentation, research paper, etc.).

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. A clear articulation and implementation of the QEP faculty training and development process aligned with the QEP Review Framework within the written QEP proposal narrative (the review framework includes An Institutional Process; Focus of the Plan, Learning Outcomes; Institutional Capability for the Initiation, Implementation, and Completion of the Plan; Broad-Based Involvement of Institutional Constituencies; and Assessment of the Plan) (PG 1, 2 and 4).

2. A well-developed college-wide QEP awareness/training and development program in conjunction with the Professional Development Department that involves all Quality Enhancement Plan developments/activities/events throughout 2018-2019 (PG 1, 2, 4 and 5).

3. Comprehensive communication regarding all Quality Enhancement Plan initiatives, progress, and results within the institution as well as outside stakeholders (such as SACSCOC) throughout 2018-2019 (PG 1, 2 and 4).

4. Continued development, improvement, replenishment, training/support and implementation of the Quality Enhancement Resource Inventory (QERI) in association with the Technology Committee and the Distance Education Committee (PG 1, 2 and 4).

Assessments used to measure expected outcomes:
1. A finalized faculty training course that includes all components of the QEP initiative; faculty training completion logs; agenda and minutes noting appropriate approvals by the QEP Planning Committee/Implementations where necessary; agenda and minutes noting appropriate approvals by any additional appointed QEP Task Force(s) (EO 1).

2. Governance thru Committees Membership List—specifically the QEP Planning and Professional Development Committees; professional development policy/procedures; QEP/PD Calendar of events (EO 2).

3. Institutional/College Effectiveness posted documentation; SACS-COC transmitted documentation; QEP Planning Committee Session minutes/documentation, college-wide e-mail notification tracking; QEP related professional development documentation; assorted QEP promotional materials (EO 3).

4. Governance thru Committees Membership List, requests and approvals by the Technology Committee, agendas and minutes noting approval of the request process; QERI related professional development documentation (EO 3).

Submitted by: Donnie Kirk, Director of Quality Enhancement
Date: 07.11.2018

Office of the President

Department/Program: Athletics

Department/program purpose in support of the Vernon College Mission: Athletics will recruit students and provide engagement opportunities through student activities, athletics and student support services to promote persistence, completion and a culture of success. The Athletic Department will produce competitive teams in both the classroom and on the field.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Meet eligibility guidelines as specified by the National Junior College Athletic Association (NJCAA) for baseball, softball and volleyball and through the National Intercollegiate Rodeo Association (NIRA) for rodeo. (PG 1 and 4)
2. Produce athletes who meet academic requirements to progress, persist and complete higher education certificates and degrees. (PG 1 and 4)
3. Utilize scholarship dollars effectively to maximize recommended student/athlete numbers. (PG 2)

Assessments used to measure expected outcomes:
1. NJCAA Eligibility Report
2. Athletics GPA Report to the Vernon College Board
3. Athletic Scholarship Report

Submitted by: Julie A. Myers-Kuhn, Director of Athletics
Date: 06.14.2018

Department/Program: Cyber Security

Department/program purpose in support of the Vernon College Mission: The Cyber Security office outlines Vernon College guidelines and provisions for preserving the security of Vernon College's data and technology infrastructure.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. The Cybersecurity Officer will facilitate at least one employee training on Cyber Security. (PG 1)
2. The Cybersecurity Officer will facilitate at least one all-student training on Cyber Security. (PG 1)

Assessments used to measure expected outcomes:
1. The Safe Colleges employee training log will be used to measure successful Cyber Security employee training for 100% of all full-time Vernon College employees. (EO 1)
2. The Online Awareness Email Campaign will be used to educate 100% of students on appropriate Cyber Security awareness and practices. The Online Awareness Email Campaign will address Cyber Security best practices and policies and will be released during the Spring 2019 semester. The email campaign satisfies Title IV Cyber Security Awareness Requirements of providing all students with Cyber Security training. (EO 2)

Submitted by: Ivy Harris, Cyber Security Officer
Date: 06.27.2018

Department/Program: Enterprise Resource Program/Student Information System (ERP/SIS)

Department/program purpose in support of the Vernon College Mission: The ERP/SIS provides students, faculty, staff, and administration with the information they need to make informed decisions.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:

1. The ERP/SIS Coordinator will have Unit 4 Solutions Management software installed, fully functional, and accessible online. Dynamics GP software will be monitored and stabilized for Vernon College functions. (PG 2 and 3)
2. The ERP/SIS Coordinator will facilitate the migration of data from POISE to U4SM and DGP. (PG 2 and 3)

Assessments used to measure expected outcomes:
1. The updated Implementation Timeline as submitted will be met to ensure the timely installation of U4SM and DGP software. (EO 1)
2. The Evaluation Plan will be followed as described in the Title III Grant to meet the needs of the grant and Vernon College's expectations. (EO 2)

Submitted by: Ivy Harris, ERP/ Student Information Software Director
Date: 06.27.2018

Department/Program: Human Resources

Department/program purpose in support of the Vernon College Mission: Assure the most qualified and best suited administrators, staff and faculty are hired for Vernon College programs, disciplines, and departments to provide leadership for the institution and to fulfill its mission. Guide individuals of Vernon College in following policies and procedures set forth for Vernon College that provide clearly defined structure for the leadership of the institution.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Follow policies/procedures set forth for Vernon College in hiring and maintaining qualified administrators/faculty/staff with 100% of faculty having Statements of Qualifications and official transcripts on file; and 100% of administrators/staff having resume or application on file reflecting qualifications for current position . (PG#1)
2. Review policies/processes for areas of improvement and keep 100% of employees abreast of current policies. (PG 1)

Assessments used to measure expected outcomes:
1. Annual audit of 20% of personnel files with checklist of audit. (EO 1)
2. SafeColleges online training report of employee completion of Employee Handbook training.
   Employee Handbook Committee agendas/minutes/reports documenting the review process for policies and procedures and identified areas of improvement posted on the Vernon College website. Updated Employee Handbook approved by the Employee Handbook Committee and the Vernon College Board of Trustees. (EO 2)

Submitted by: Haven David, Director of Human Resources
Date: 06.27.2018

Department/Program: Institutional Advancement

Department/program purpose in support of the Vernon College Mission: The Office of Institutional Advancement engages Vernon College and the Vernon College Foundation's internal and external constituencies to secure the resources required to help advance the educational mission. Activities such as fundraising and alumni relations are conducted to support the College and Foundation.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Continue to raise $250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies. (PG 1, 2, 3, 4 and 5)
2. Explore feasibility of limited database segmentation for solicitation to various constituencies to increase philanthropic support beyond benchmark. (PG 1, 2, 3, 4 and 5)
3. Review total dollars raised over three-year period to evaluate setting a new annual philanthropic benchmark. (PG 1, 2, 3, 4 and 5)
4. Alumni contacts and engagement to at least 2%, as measured by social media analytics, of the contactable alumni of record in the database to develop an involved and supportive constituency. This includes establishing a new benchmark for engagement of and the number of contactable alumni. (PG 1, 2, 3, 4 and 5)

Assessments used to measure expected outcomes:
1. The Annual Voluntary Survey of Aid to Education (VSE) reports total philanthropic dollars raised by independent schools, two-year and four-year colleges and universities that participate in the survey. (EO 1)
2. Raiser's Edge database analytics to track and review giving by constituency and donor designation. (EO 1, 2 and 3)
3. Track the number of alumni interactions with Vernon College Assessment Tools: (EO 4)
   - Track the number of alumni interactions and record increases as measured by social media analytics
   - Vernon College Effectiveness Questionnaire Alumni Question
   - Raiser's Edge Data Health Center subscription.

Submitted by: Michelle A. Alexander, Director of Institutional Advancement/Executive Director, Vernon College Foundation
Date: 06.28.2018

Department/Program: Marketing

Department/program purpose in support of the Vernon College Mission: The Marketing Department exists to promote the educational opportunities to prospective students, as well as display Vernon College's connection and work inside the community.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. In addition to current print, broadcast and social media vehicles add additional social media outlets such as, snapchat, hulu and Pandora to reach more people.

2. Continue to engage more people through the use of interactive social media posts (through photos and videos), entertain (through memes and funny topics) and inform (posting of dates, timelines, and program information). (PG 2)

3. Vernon College will showcase our community involvement through sharing photos and information on social media and broadcast as well as attending and hosting community events. (PG 4)

Assessments used to measure expected outcomes:
1. Social media analytics will be the assessment tool.
2. Evaluate total amount of dollars spent for broadcast as compared to previous year.

Submitted by: Holly Scheller, Marketing and Community Relations, Coordinator
Date: 07.02.2018

Department/Program: President/Institutional Effectiveness

Department/program purpose in support of the Vernon College Mission: The President and Office of Institutional Effectiveness promote planning and assessment to ensure accountability and continuous improvement of the Vernon College Mission focused processes and practices.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Monitor and ensure the development, distribution and 100% implementation of an Annual Planning Calendar (PG 1-5)

2. Monitor and ensure the development, distribution, and 100% implementation/communication of an annual Assessment/Report Calendar (PG 2 and 3) This expected outcome includes a review of the communication process to increase efficiency.

3. Monitor and ensure development and/or 100% updated information, distribution, and review of Key Performance Indicators of Accountability (KPIAs) and related Benchmarks (PG 2 and 3)

Assessments used to measure expected outcomes:
1. Developed and completed Annual Planning Calendar activities/tasks and tracking as approved by the College Effectiveness Committee and as evidenced by agenda and minutes
Vernon College Effectiveness Questionnaire responses to "promotes planning and assessment to ensure accountability and continuous improvement to the Vernon College mission focused processes and practices." Scheduled to be administered August – September 2018 and 2019. (EO 1)

2. Developed and completed Annual Planning Calendar and tracking as approved by the College Effectiveness Committee and as evidenced by agenda and minutes.
The number (percentage) of completed communication forms shared with committees and posted to the Vernon College website. (EO 2)

3. Developed and/or updated Key Performance Indicators of Accountability and related Benchmarks (assessment tools) approved by the Student Success Data Committee as evidenced by agenda and minutes
Tracking of timeline (assessment tool) of updated KPIAs and Benchmarks (EO 3)

Submitted by: Dr. Dusty R. Johnston, President
Betsy Harkey, Director of Institutional Effectiveness
Date: 07.02.2018

Student Services

Department/Program: Counseling

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Counseling at Vernon College endeavors to create informed students and to provide timely interventions and options to alleviate barriers and encourage academic and personal achievement.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Conduct New Student Orientations to meet the needs of potential and incoming Vernon College students verifying that potential students get information concerning Texas

Success Initiative Laws, advising/registration procedures, course descriptions, and the Vernon College catalog. (PG 3)

2. Identify how much counselor time is spent in direct student contact through advising/counseling on demand (walk-ins), appointments, and degree audits. (PG 3)
3. Evaluate student perception of counseling staff performance through a direct survey of students who utilized counseling services. (PG 3)

Assessments used to measure expected outcomes:
1. New Student Orientation Report (EO 1)
2. Counseling and Degree Audit Report (EO 2)
3. Counseling Client Satisfaction Survey (EO 3)

Submitted by: Kristin Harris, Associate Dean of Student Services
Date: 07.05.2018

Department/Program: Housing

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Vernon College seeks to offer affordable, safe, and clean student housing on the Vernon Campus.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Measure student satisfaction with housing and food service through the use of student surveys. (PG 2)
2. Provide a safe living environment through regular health and safety inspections each semester. (PG 3)
3. Provide self-leadership opportunities to student residents through representation at Resident Assistant Panel monthly meetings. (PG 3)

Assessments used to measure expected outcomes:
1. Housing and Food Service Survey (EO 1)
2. Resident Hall Health and Safety Inspections Fall 2017 and Spring 2018 (EO 2)
3. Minutes of Student Housing Council meetings (EO 3)

Submitted by: Jesse Dominguez, Director of Housing
Date: 07.05.2018

Department/Program: Security

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Security at Vernon College will provide students, faculty, and staff a safe environment through comprehensive communication, interaction, and response.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Maintain updated data on Vernon College emergency preparedness through annual review of policy, practices, programs and procedures carried out by Vernon College. (PG1)
2. Provide informed and current security and emergency preparedness to the Vernon College community by meeting all federal, state, and local guidelines for campus safety and best practice models. (PG 2)
3. Deliver security services through qualified staff. (PG2)

Assessments used to measure expected outcomes:
1. Vernon College Annual Campus Safety and Security Audit. (EO1)
2. The Director of Campus Security will attend the Texas Police Chief Leadership Series and the Texas Campus Security Conference. The Director of Campus Security will attend Clery Act webinars as they are available. (EO2)
3. Weekly/Monthly schedules of Campus Police and Security Personnel (EO3)

Submitted by: Kevin Holland, Director of Campus Security
Date: 07.05.2018

Department/Program: Student Activities

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Student Activities at Vernon College offers well-rounded opportunities by immersing students in college society and helping students grow socially and interpersonally.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Determine student satisfaction with student activities to make considerations for future activities through surveys and questionnaires. (PG 2)

2. Measure student interest and track attendance patterns through a Student Activities Calendar. (PG 2)
3. Provide financial and staff support to the Student Government Association. (PG 2)

Assessments used to measure expected outcomes:
1. Housing, Food Service, and Student Activities Survey (EO 1)
2. Student Activities Calendar (EO 2)
3. Student Government Minutes (EO 3)

Submitted by: Jesse Dominguez, Director of Housing
Date: 07.05.2018

Department/Program: Student Success/Title III

Department/program purpose in support of the Vernon College Mission: In support of the Vernon College Mission, the office of Student Success/Title III serves to increase academic support through proactive and intrusive advising throughout the College. The office of Student Success/Title III strives to improve self-efficacy for learners resulting in increased student engagement, retention and persistence, and completion of educational goals.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Facilitate the review of the Student Success Pathway to ensure department policies, practices and programs are improved, updated and/or added. (PG 1)
2. Review current student success programs for effectiveness and impact as outlined in the Strengthening Institutional Programs Title III Grant. (PG 2 and 5)
3. Provide ongoing faculty and staff development focused on student success while utilizing interactive activities and strategic scheduling. (PG 4)

Assessments used to measure expected outcomes:
1. Title III Oversight Committee meeting agendas, exhibits, minutes noting pathway document and review (EO 1)
2. Title III Annual Performance Report statistics, Student Success Annual Program Assessment Summaries (EO 2)
3. Number of workshops/trainings provided, participation, annual evaluation (EO 3)

Submitted by: Criquett Lehman, Student Success Pathway Director
Date: 07.11.2018

Department/Program: Testing

Department/program purpose in support of the Vernon College Mission: Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Testing at Vernon College will provide a secure, consistent, and reliable testing environment that provides integrity for instructional, college entrance, academic, and licensure related testing.

Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals:
1. Maintain the integrity and security of the testing environment. (PG 1)
2. Accommodate testers in a timely manner and measure client satisfaction. (PG 2)
3. Provide testing services needed by Vernon College students, as well as potential students and community members. Services include entrance testing, instructional testing, correspondence testing, licensure testing, and GED testing. (PG 2)

Assessments used to measure expected outcomes:
1. Log of Testing Center Complaints (EO 1)
2. Testing Center Client Satisfaction Survey (EO 2)
3. End of Year Testing Report (EO 3)

Submitted by: Sharron Shelton, Testing Coordinator
Date: 07.05.2018