Vernon College Annual Action Plan 2020-2021 by Priority Initiative

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

Instructional Services

Instructional Services

Objective #1: Actively engage Instructional Services in the development, promotion, and implementation and/or support of recruiting initiatives identified/targeted by the Integrated Marketing/Recruiting Committee.
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.
Resources and Approximate $: $2000-3000 – Perkins, Institutional Improvement
Assessment Method: Attendance rosters, VC Enrollment KPIA, VC Service Area High School Students who go to College KPIA, Perkins data **Date:** August 1, 2021

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. Continue to support the Student Success Pathways initiatives as applicable to Instructional Services. 2. Develop appropriate dashboards and customized reports to provide relevant data and enable faculty and staff to more effectively identify and respond to barriers to student success via new Assessment Evaluation Feedback and Intervention System (AEFIS).
Resources and Approximate $: No $ - Institutional Improvement
Assessment Method: VC Course Completion Success KPIA, VC Graduation Persistence and Retention KPIA, Title III reports and documentation **Date: :** September 30, 2021

Office of the President

Athletics

Objective #1: Increase all coaching staff's utilization of high school sports programs and high school coaches for recruiting purposes.
Responsibility: Entire athletic department
Statement of Need: Further identify those incoming freshmen that will be successful on and off the field and increase graduation rate of student-athletes.

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

Resources and Approximate $: Institutional Improvement RunBiz, Presto Sports ($3,333.00)
Assessment Method: Recruiting contact form will be filled out entirely prior to AD signing an LOI   **Date:** May 2021

Enterprise Resource Planning/Student Information System

Objective #1 : Formalize workflow processes for new SIS for recruitment
Responsibility: Student Information System Director, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system

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

Resources and Approximate $: Institutional Improvement-No$
Assessment Method: **Date:** Submitted workflows uploaded into Canvas will be fully analyzed. December 2020 Workflow results will be applied. March 2021

Objective #2 : Formalize workflow processes for Unit 4 Solutions Management (U4SM) for retention
Responsibility: Student Information System Director, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system

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

Resources and Approximate $: Institutional Improvement- No$
Assessment Method: Results analyzed. December 2020 Results applied. March 2021

Institutional Advancement

Objective #1 : Increase Scholarship Availability for Vernon College Students
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist
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 1,597 total applications in year 7 (2018-2019). 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. Additionally, working with the Vernon College Foundation two new scholarship programs have been established for Dual Credit students.
Actions: - Identify opportunities for additional funding for new and existing scholarships from the public and private sector.   - Continue to use AcademicWorks on-line scholarship application which is a more robust and mature software. Continue the best practice that scholarship applicants are first admitted to the College which facilitates the AcademicWorks Application process.   - 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.   - 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.   - With the Early College Start Coordinator manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Burkburnett ISD, Crowell ISD, Electra ISD, Henrietta ISD, Holliday ISD, Iowa Park CISD, Quanah ISD, WFISD and Windthorst ISD College Connections Scholarship Programs.   - Work with the Early College Start Coordinator to submit an annual Catching the Future Scholarship Grant to the Vernon College Foundation at their January meeting.   - With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students. Also continue outreach to Home School Students.   - Work with the Early College Start Coordinator and the Admissions Office to distribute information about the Vernon College/Vernon College Foundation Scholarship Program to area high school counselors.   - Make presentations about the college's online application process as requested.

10. Work with the donors of building scholarships to achieve funding resolution.
11. Develop an annual Scholarship Award Book that will be presented at the Annual Scholarship Banquet, sent to donors who are unable to attend the event, and used in scholarship solicitations.

Resources and Approximate $:
1. <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, 2021.
2. New Catching the Future Scholarship Grant approved by the Vernon College Foundation Board of Directors by January 31, 2021.
3. Continue to use the number of completed scholarship applications received in AcademicWorks in 2017-2018 as a benchmark for future years by August 31, 2021.
4. Information about available scholarships distributed as evidenced by number of applications received through the dual credit process or AcademicWorks and the annual Financial Aid KPIA report by August 31, 2021.
5. Resolve at least 2% of current outstanding building scholarships as evidenced by communications with donors and/or transfer policy by August 31, 2020.
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, 2021.

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 over a five year period, 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, and Facebook.
2. TV ad campaign to run during fall/spring registration (March-August and October-January).
3. Working with Coordinator of Recruiting to be at community events and have a presence in the high school both on and off their campus.
4. Promotion of events such as; Preview Day on the Vernon Campus and at the Century City Center to draw more high school seniors to Vernon College.
5. Promotion of community events such as; Zavala Street Festival, Road to College and Reading is Power Program.

6. Working with Director of Institutional Advancement to promote scholarships available through Vernon College which will make college more affordable to students who meet the criteria.

Resources and Approximate $:
1. **Institutional Improvement:** Crane West marketing firm for advertising, printing, social media advertising – Carnegie Darlett Conference, Digital Summit Annual Conference -- $8,000. **Technology:**

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, 2021**.
2. Comparison of enrollment numbers from 2019-2020 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, 2021 and on-going**.
3. Assess community/high school events and evaluate if they were an effective use of resources. **August 31, 2021 and on-going**.
4. Review the marketing of scholarship availability to see if it translated to click through to the Award Spring application **August 31, 2021**.

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

Responsibility: Coordinator of Marketing and Community Relations

Statement of Need: As a result of the work undertaken by the Integrated Marketing/Recruiting Task Force during 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 implementation of the integrated marketing/recruiting recommendations made by the 2013 Task Force and approved by the administrative team by evolving the recommendations into the Vernon College Integrated Marketing/Recruiting Plan. Co-Chair the Integrated Marketing/Recruiting Committee with the Director of Admissions and Records.
2. Consistently monitor the Integrated Marketing/Recruiting Plan to ensure participation and action of responsible parties and/or departments and report to the President in January and July on completion of actions directed by the plan via the committee mid-year and end-of-year reports.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Continuously review current policies, procedures, processes, practices, timelines, and functions and make suggested additions, deletions, and changes to ensure optimum use of marketing strategies and a cohesive visual identity for Vernon College.
5. Work with the Director of College Effectiveness to annually review the State of Texas education plan goals and results for participation and success.
6. Review and make recommendations for Vernon College retention plans and results.
7. Make recommendations to the President and the Administrative Council.
8. Assist the Advancement Specialist – Recruiting and Early College Start Coordinator with marketing needs and on-site events as requested.

9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook (page 88) review and approve all marketing materials for all college programs and recruiting efforts.
10. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented; to ensure cohesiveness; develop and share best practices for the site; and recommended policies and guidelines.
11. Review existing marketing policies, processes and procedures and develop new policies, processes and procedures as needed.
12. With the Admissions Department, develop and implement a strategic plan for recruiting minority and non-traditional students.
13. Continue participation in community-wide events such as, but not limited to: Café con Leche, Zavalia, Coalition for Hispanic Education; Vernon College on-site recruiting and marketing events, The Kemp Home and Garden Show, MLK Breakfast, African-American Coalition annual education banquet, Zavala annual banquet, River Bend Nature Center ElectriCritters, etc.
14. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
15. Develop, as needed and feasible, now strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

Resources and Approximate $:

1. Institutional Improvement: Crane West marketing firm for advertising, printing, social media advertising -- $70,000; 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 2020 mid-year report and August 31, 2021 annual report.**
2. Maintain relationship with Marketing Consultant by **August 31, 2021 and on-going**.
3. Annual website review by **August 31, 2021 and on-going**.
4. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by **August 31, 2021 and on-going**.

President/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
3. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled
4. Promote and ensure development and implementation of the Title III Student Success Pathway (SSP)

Resources and Approximate $: Institutional Improvement, 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 SSP 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

Actions:
  1. Review and continue to implement approved plan from the Integrated Marketing/Recruiting Committee
  2. Monitor KPIA benchmark data
  3. Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees
  4. Promote and ensure implementation of the Title III Student Success Pathway (SSP)
  5. Explore staffing needs to ensure effective retention/completion efforts.
  6. Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.

Resources and Approximate $: Institutional Improvement and Personnel, no $
Assessment Method/Date: As evidenced by the Integrated Marketing/Recruiting Committee and Title III committees 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 Services

Admissions and Records

Objective #1 : Provide seamless access to Admissions services for prospective students to assist and facilitate recruitment efforts
Responsibility: Director of Enrollment Management/Registrar, Coordinator of Recruiting, 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.   Develop and implement an electronic communication plan for prospective students to increase enrollment
Resources and Approximate $: Institutional Improvement: Time and Effort No $ Technology: $2000
Assessment Method: Assessment Method: As evidenced by the Integrated Postsecondary Education System (IPEDS) 12-Month Enrollment numbers, contact reports and applied/enrolled success rates **Date:** Ongoing annual review with summation by August 2021

Objective #2 : Improve student retention and success annually
Responsibility: Director of Enrollment/Registrar and Admissions and Records staff
Statement of Need: Retention and completion standards required by the Texas Higher Education Coordinating Board (THECB), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), and Title III Objectives
Actions: - Send progress reports to notify students of their academic status at semester end   - Create and implement a Student Information System workflow document to include refinements and additions to "Student Success thru Communication" project as mandated by the 60x30TX initiative   - Continued development and implementation of the automatic review/awarding of certificates/degrees
Resources and Approximate $:   No $$$ Institutional Improvement: Time and Effort
Assessment Method: - Student retention as measured by Fall to Spring enrollments (THECB CBM001 – Student Report)   - As evidenced by number of probation/suspension letters sent to students   - Student Information System workflow document   **Date:** Ongoing annual review with summation by August 2021

Financial Aid

Objective #1 : Improve student recruitment, retention, and student success
Responsibility: Financial Aid Staff
Statement of Need: Facilitate success for financial aid students through retention and completion
Actions: - Council financial aid students who are reducing their course load or withdrawing regarding their financial aid consequences   - Contact students who receive "Early Alert" notices regarding attendance and explain financial aid consequences   - Campaign to notify students who are registered but not complete in Financial Aid Office   - Campaign to encourage students who have been awarded financial aid but are not registered in classes   - Participate in "Financial Aid Awareness" activities during the fall, spring and summer semesters   - Provide financial aid outreach presentations to high school students/parents, counselors, and community members throughout the Vernon College service area.
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. Increase in the number of FAFSA applicants.   **Date:** August 2021

Objective #2 : Increase total financial aid awarded annually, as reported in the financial aid Key Performance Indicators of Accountability (KPIA), proportionally with credit enrollment increases

Responsibility: Director of Financial Aid
Statement of Need: Periodic meetings with staff to discuss methods to streamline and simplify the financial aid application process as much as feasible and reduce internal processing time per ISIR to 5 business days
Actions: 1. Throughout the award year, monitor the number of aid applicants that have been awarded, and the processing times 2. Send second notice letter to all students who have not responded to their financial aid status letters 3. Once a new Student Information System (SIS) is live, research the use of electronic forms to improve services for students and streamline the application process
Resources and Approximate $: <mark>Institutional Improvement</mark>: Supplies and postage: $500
Assessment Method: 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 2021

Recruiting

Objective #1 : Develop and implement an enrollment management plan
Responsibility: Director of Enrollment Management/Registrar and Coordinator of Recruiting
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. Build stronger relationships with area ISDs, agencies, churches, and organizations 3. Identify early intervention opportunities to ensure college readiness 4. Further develop prospect lists for follow-up and more personalized recruitment 5. Work with VC program directors and coordinators to assist in recruiting prospects for specific Career/Technical Education (CTE) programs 6. Assist both Traditional and Non-traditional students with transitioning into the Vernon College environment
Resources and Approximate $: <mark>Institutional Improvement:</mark> Recruiting materials $8000 Travel $6000 Memberships $5000 Events $7000
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. As evidenced by recruiting/prospect quarterly reports 4. Creation of enrollment management plan document **Date:** Ongoing annual review with summation by September 2021

Objective #2 : Enhance and implement an in depth communication process to prospective students to encourage enrollment
Responsibility: Recruiting Coordinator, Director of Enrollment Management/Registrar

Statement of Need: Frequent communication is necessary to increase student enrollment
Actions:
1. Develop and implement a strategic communication plan for prospective students leading to application and enrollment   2. Explore alternative and best practices to communicate with prospective students outside of normal business hours
Resources and Approximate $: <mark>Institutional Improvement:</mark> Postcards $6000 Letters $1000 Email Campaign $2200

Assessment Method: **Date:** August 2021
    1. Survey Monkey survey of incoming students, faculty on the impact of the communication plan
    2. Creation of report to identify communication barriers and strategies to overcome such obstacles

Student Success

Objective #1: Institutionalize programs/interventions intended to provide intensive guidance to at-risk students post Title III grant.
Responsibility: Student Success Pathway Director, Student Success Specialists
Statement of Need: Community College Survey of Student Engagement (CCSSE) data indicates improvement in student support services over the span of the Title III grant. VC will continue to provide these impactful support services to at-risk students. CCSSE Questions: 9b. Providing the support you need to help you succeed at this college (2015 = 3.03, 2019 = 3.18 5% increase) 9d. Helping you cope with your non-academic responsibilities (work, family, etc.) (2015 = 2.08, 2019 = 2.29 10% increase). Additionally, institutional assessments of each student success program corroborate this growth in satisfaction as well as an increase in number of students served.
Actions:

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

Resources and Approximate $: <mark>Institutional Improvement</mark> – no $, staff time and effort

Assessment Method: **Date:**
    1. Written communication plan. August 2021
    2. Components of course success notes for each program/discipline. August 2021
    3. Focus group documentation, program outlines including population. August 2021

Objective #2: Continue to evaluate the Student Peer Mentor Program as a student engagement intervention and pipeline to academic support.
Responsibility: Office of Student Success
Statement of Need: As the peer mentor program is institutionalized, it is important to continue to seek opportunities to assist identified at-risk students.
Actions:
1. Pilot assigning peer mentors to mentees prior to course enrollment during each registration period.   2. Continue to explore engagement opportunities for both mentors and mentees.
Resources and Approximate $:

==Personnel==, ==Institutional Improvement== - 14 mentors at $250 a semester = $7,000; NOTE: Funding will be sought through a VC Foundation Grant each year.

Assessment Method:	Date:
1. Tracking sheets and overview forms. August 2021	
2. Peer Mentor/Mentee Assessment Summary. August 2021	

Priority Initiative #2:
Improve the quality of educational and student support services to increase student learning, student retention, and certificate/degree completion or transfer by students.

Administrative Services

Physical Plant

Objective #1 : Renovate and update student resident halls
Responsibility: VP Administrative Services and Vernon Facilities Director
Statement of Need: The main student residence center was built in the late 70's and is outdated and unappealing to prospective students.
Actions: 1. Form committee of staff and students to discuss needs and wants.   2. Develop schedule for accomplishing the renovations.   3. Post RFP for qualified contractors and lock in the cost.   4. Award contract for construction.   5. Oversee renovation work.
Resources and Approximate $: ==Facilities== - $5,000 to $7,500 per room
Assessment Method: Walk through and final inspections   **Date:** Phase I Summer of 2021

Instructional Services

Instructional Services

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, 30x60TX, HB 2223, SB 25
Actions: 1. Update degree plans and transfer guides for all programs as part of Texas Guided Pathways, SB 25, 60x30TX Improvement Task Force.   2. Professional Development and training for implementation of Student Success Pathways advising practices.
Resources and Approximate $: No $ ==– Institutional Improvement==

Assessment Method: Final reports approved by Title III Oversite Committee, 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, 2021

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 $– Institutional Improvement
Assessment Method: ROI, Professional development participation, Course Evaluations using Assessment Evaluation Feedback and Intervention System (AEFIS) **Date:** September 30, 2021

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 $ – Institutional Improvement
Assessment Method: Course success rates in developmental courses, **s**uccess 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 1, 2021

Office of the President

Athletics

Objective #1: Inquire about the possibility of creating a biology tutor lab for student-athletes.
Responsibility: Athletic Director, Head Coaches, Division Chair.

Statement of Need: Improve the grades and decrease the amount of withdrawals in science courses.
Actions: 1. AD will visit with Division Chair   2. Head Coaches will submit availability times for possibility of tutor lab.   3. Utilization of sign in form to verify overall usage of the tutor lab
Resources and Approximate $: <mark>Institutional Improvement</mark>-use current instructor/adjunct instructor for lab; No $'s
Assessment Method: Decrease in withdrawal requests and sign-in form. **Date:** December 2020

Enterprise Resource Planning/Student Information System

Objective #1 : To provide the support needed to improve student learning
Responsibility: Student Information System Director, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: 1. Determine the needs of the college divisions and student services in order to construct an early alert system in the new SIS.   2. Develop and test the early alert system in the new SIS.
Resources and Approximate $: <mark>Institutional Improvement</mark>- No$
Assessment Method: **Date:**   Needs determined as documented in monthly Implementation Team meetings. December 2020   Early alert developed and tested. January 2021

Institutional Advancement

Objective #1 : Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the area of scholarship support and grantsmanship.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist – Grant Developer
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. 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: 1. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, scholarships, and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential

foundations and corporations to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.

2. Continue to raise $275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
5. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Continue to serve as the Grant Manager for the College's Title III and others as assigned.

Resources and Approximate $:
1. Institutional Improvement: No $
3. Personnel: Advancement Specialist – Grant Developer -- $35,000 - $45,000

Assessment Method: **Date:**
1. Advancement Specialist—Grant Developer hired by August 31, 2021.
2. $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 and Foundation quarterly meetings and the Voluntary Survey for Aid to Education (VSE) by August 31, 2021.
3. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2021.
4. Grant Management, including UGG compliance monitoring results in successful completion of the 5 year Title III grant by September 30, 2020.
5. 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, 2020.

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 $:
1. ==Institutional Improvement:== Included as part of, Crane West marketing firm for advertising, printing, social media advertising -- $70,000.

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, 2021**.
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 showcase 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, Google adwords, Twitter as well as other social media outlets.
8. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.
9. Continue to work with Crane West as the college's marketing firm.

Resources and Approximate $:

1. <mark>Institutional Improvement:</mark> Crane West marketing firm for advertising, printing, social media advertising -- $70,000; 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, and the Carnegie Darlett-- $8,000; 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, 2021 and ongoing.** 2. President's Annual Report disseminated by **February 2021** 3. Review analytics of social media pages to ensure click through to Vernon College Website August 31, 2021**.**

President/Effectiveness

Objective #1: The College will continue to emphasize student learning outcomes and consistently initiate effective assessment practices to demonstrate that it is fulfilling its mission.
Responsibility: President and Director of Institutional 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 Title III Student Success Pathway (SSP) 4. Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.
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; Communication Reports as part of Assessment/Report Calendar process; Student Success Pathway document, SSP 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 Institutional 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 $: <mark>Institutional Improvement,</mark> 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 Institutional 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. Selection new SIS to make data more easily accessible.
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $; Technology, Title III funds
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process; Creation and utilization of dashboards and reports as part of the ERP/SIS **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 Institutional 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; Completed Assessment/Report Calendar communication forms; 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, 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 style="background-color: #00ff00">Institutional Improvement,</mark> no $
Assessment Method/Date: As evidence by meeting notes, annual action plans and budget   **Date:** July 1

Student Services

Admissions and Records

Objective #1 : Ensure automatic awarding of degrees/certificates
Responsibility: Director of Enrollment Management/Registrar and ERP/SIS Coordinator
Statement of Need: Focus on student completion

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

Resources and Approximate $: <mark style="background-color: #00ff00">Institutional Improvement</mark> – Time and Effort   No $ <mark style="background-color: #00ff00">Technology</mark> - $1000
Assessment Method: 1. Through appropriate reporting methods (IPEDS graduation report, THECB CBM009 – Graduation report) **Date:** On-going annual review with summation by September 2021

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

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 style="background-color: #00ff00">Institutional Improvement</mark> No $
Assessment Method: As evidenced by the THECB CBM009 – Graduation report and the THECB CBM00M – Occupational Skills Achievement Report, training/agendas/participation and assessment of participants   **Date:** November 2021

Objective #3 : Maintain Admissions Office Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) satisfactory rankings (4-agree) and improve annually

Responsibility: Director of Enrollment Management/Registrar and VP of Student Services
Statement of Need: : Continual improvement of admissions services to students
Actions: 1. Review CCSSE and SENSE results as related to Admissions and Records 2. Develop action plan and training as need to improve satisfaction rankings 3. Initiate additional correspondence methods to inform students of their application status
Resources and Approximate $: <mark>Institutional Improvement</mark> No $
Assessment Method: As evidenced by CCSSE and SENSE satisfactory rankings, KPIA numbers, and training agendas and processes implemented KPIA numbers **Date:** November 2021

Financial Aid

Objective #1 : Maintain an annual 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 of primary concern for the continued participation in Title IV programs
Actions: 1. Continue to provide entrance and exit loan counseling opportunities for student loan borrowers 2. Continue to contract with a default prevention servicer to provide grace counseling and default prevention services for delinquent student loan borrowers
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 2021

Dean of Student Services, Counseling, Testing

Objective #1 : Update Vernon College Texas Success Initiative Policy to reflect changes in the Texas Success Initiative statewide placement testing by the Texas Education Coordinating Board (THECB).
Responsibility: Dean of Students, Testing Center Coordinator, Testing Center Assistant Coordinator, Counselors.
Statement of Need: September 1, 2020 the THECB will introduce and require statewide adherence to the new Texas Success Initiative 2 test and related policy and score updates.
Actions: 1. Update Vernon College Texas Success Initiative Policy Manual to reflect "Texas Success Initiative 2" updates for state-wide placement testing. 2. Publish updated Vernon College "Texas Success Initiative 2" Policy Manual to Vernon College website and provide to all relevant Vernon College personnel.
Resources and Approximate $: <mark>Institutional improvement</mark> – no $
Assessment Method: Vernon College Texas Success Initiative Policy Manual updated, published and distributed by December 2020. **Date:** December 2020.

Counseling and Career Services

Objective #2: Increase awareness of opportunities at Vernon College to a target group of students at a poor or underperforming high school in the Vernon College service area.
Responsibility: Dean of Students, Vernon College Counselors, and Vernon College Career Services Coordinator
Statement of Need: Some Vernon College service area high schools do not possess the adequate resources necessary to provide life and career planning for students. Therefore, students who have not been exposed to a college-going culture, at home, do not realize the opportunities available at the community college level, including short term certificate programs. Vernon College student services plans to pilot a program, specifically for students who do not have a specific plan for their education and/or employment, after high school graduation.
Actions: 1. Identify an underserved and/or poor performing high school in the Vernon College service area, with which to collaborate. 2. Goal is to educate students on the educational opportunities available through Vernon College and/or assist them in identifying potential employment opportunities. 3. Create and deliver a pilot program that includes visits to the selected high school by specific VC staff. 4. Seminars will include: life planning, career planning (interest inventories and possibly aptitude testing), job search, cover letter, and resume writing, educational program searches, and scholarship and financial aid applications. 5. Provide a report to Vernon College administration outlining visits and subsequent outcomes produced through pilot program.
Resources and Approximate $: Institutional Improvement – no $
Assessment Method: Report provided Vernon College Administration in June 2021.   **Date:** June 2021

Testing

Objective #3 : Provide automated, 24-hour access to Testing Center appointments for current and potential students, in an effort to better track Testing Center usage.
Responsibility: Dean of Students, Testing Center Coordinator, and Testing Center Assistant Coordinator.
Statement of Need: Deliver online access to schedule Testing Center appointments at Vernon College.
Actions: 1. Research and identify potential scheduling software. 2. Pilot potential scheduling software. 3. Provide recommendations, complete with pros and cons, to Vernon College student services administration. 4. Purchase, load, and utilize Testing Center scheduling software.
Resources and Approximate $: Institutional improvement (no $) and $2000 Technology (for purchase of software, if recommended and approved)
Assessment Method: Software recommended and purchased in February 2021.   **Date:** February 2021

Career Services

Objective #4 : Encourage more Vernon Campus students to utilize career services technology-based offerings, such as career interest inventories, Career Coach, online employment applications, resume' and cover letter creations, as well as researching transfer colleges and universities.
Responsibility: Vice President of Student Services, Career Services Coordinator
Statement of Need: Provide dedicated, semi- private computer area on the Vernon Campus for career searches, resume' and cover letter creation, interest inventories and aptitude assessments, and for researching transfer colleges/universities.
Actions: 1. Reorganize existing student services office space to create an area for 2 computer terminals. 2. Purchase desks, chairs, and bookshelves. 3. Purchase two computers and a shared printer with access to the internet. 4. Advertise to Vernon Campus faculty and students. 5. Track usage and provide semester reports to student services administration.
Resources and Approximate $: <mark>Institutional Improvement</mark> (no $) and $2,000 <mark>Technology</mark> (for computers and printer)
Assessment Method: Complete by September 2020. Student usage tracked through May 2021.   **Date:** June 2021

Student Activities and Housing

Objective #5 : Create new clubs and organizations to interest current Vernon College students.
Responsibility: Dean of Students, Director of Housing
Statement of Need: There is a growing trend at colleges and universities to include e-gaming (sponsored and organized video game teams) as officially sanctioned clubs or intramurals.
Actions: 1. Explore other e-gaming organizations at other colleges/universities. 2. Investigate level of interest through fall semester 2020 Vernon Campus student survey, and create a possible pilot program. 3. If sufficient interest is determined, create a designated area for e-gaming from existing Vernon College space. 4. Track participation and success in e-gaming offerings, and provide a report to student services administration as to the need, desire, and feasibility of continuing the club.
Resources and Approximate $: <mark>Institutional Improvement</mark> including $1000 (added to student activities, specifically for the e-gaming club)
Assessment Method: Club created and active in the Fall 2020 and Spring 2021 semesters with report provided to student services administration in June 2021.   **Date:** June 2021

Student Success

Objective #1: Collaborate with Vernon College Advisors (CSA's and Counselors) to ensure proactive and intrusive advising techniques are infused into the semester to semester advising process.
Responsibility: Student Success Pathway Director
Statement of Need: There are several initiatives driving change to promote student success (Senate Bill 25, Texas Guided Pathways, THECB 60x30TX). The Office of Student Success is prepared to provide support and assist with implementation as needed.

Actions:
1. Assist with implementing the recommendations of the Texas Guided Pathways, SB 25, 60x30TX Improvement Task Force.
2. Continue to provide training/professional development in proactive and intrusive advising.
Resources and Approximate $:
<mark>Institutional Improvement</mark> – no $, staff time and effort
Assessment Method: **Date:**
1. Updated policies and procedures in reflection of the Texas Guided Pathways, SB 25, 60x30TX Improvement Task Force approved actions. August 2021
2. Professional development calendar/dates and attendance logs. August 2021

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

Instructional Services

Instructional Services

Objective #1: Continue to increase emphasis and utility of End of Semester Course Reviews (ESCR) and Program/Discipline Evaluation.
Responsibility: VP of Instructional Services, Dean of Instructional Services, Director of Instructional Assessment, Division Chairs, Program Directors and Coordinators
Statement of Need: THECB and SACSCOC criteria, Institutional Improvement
Actions: 1. Provide professional development for academic and CTE faculty. 2. Utilize Assessment Evaluation Feedback and Intervention System (AEFIS) to disaggregate data on ESCR and program/Discipline Evaluation to drive institutional improvement. 3. Presentation of results to Division Chairs, Program Directors & Coordinators, and/or Academic Council
Resources and Approximate $: No $ – Institutional Improvement
Assessment Method: Results of ESCR as aggregated by the Director of Instructional Assessment provided to Division Chairs and Program Directors/ Coordinators, publication of curriculum map (SLO at course level to core objective) on syllabi of all core courses. **Date:** September 30, 2021

Office of the President

Athletics

Objective #1: Improve quality of communication between faculty and athletic departments.
Responsibility: Athletic Department, Faculty and Advising.
Statement of Need: Decrease frustration among the above departments.
Actions: 1. Initial meeting with VP of Instruction, Faculty and Athletic Department. 2. Follow-up meeting with AD and VP of Instruction. 3. Explore the possibility of re-implementing of 6-week grade check system.
Resources and Approximate $: Institutional Improvement; No $
Assessment Method: Meeting minutes and grade check forms   **Date:**

Objective #2 : Expectation for each team to achieve a GPA of 3.0
Responsibility: Head Coaches, Assistant Coaches, Athletic Director, Associate Athletic Director

Statement of Need: Ensure the academic preparedness for student-athletes going to 4-year institutions.
Actions:
1. Require a minimum study hall time of at least one hour per session.   2. Inquire about the decrease in scholarship dollars if student-athlete withdraws from a course.
Resources and Approximate $: <mark>Institutional Improvement</mark>; No $'s
Assessment Method: End of semester GPA report   **Date:** May 2021

Enterprise Resource Planning/Student Information System **Objective #1 :**   Explore needs and ideas of incorporating general education outcomes within the new SIS
Responsibility: Student Information System Director, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions:
1. Meet with the academic deans to see how the new SIS can support the general education outcomes throughout the institution   2. Meet with division chairs to see how the new SIS can support the general education outcomes throughout the institution
Resources and Approximate $: <mark>Institutional Improvement-</mark> No$
Assessment Method: **Date:** Meet with academic deans and upload documented needs into Canvas. October 2020 Meet with division chairs and upload documented needs into Canvas. November 2020

President/Effectiveness

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

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

Instructional Services

Instructional Services and QEP

Objective #1: Implement active & collaborative learning and support service strategies of the approved Quality Enhancement Plan which focuses on student learning through the use of Inquiry Based Learning strategies.
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 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 $: No $ – Institutional Improvement
Assessment Method: QEP Implementation Committee membership and meeting minutes, Professional Development Calendar and attendance logs, CCSSE and SENSE results, ESCR, Student Evaluation of Instruction **Date:** September 1, 2021

Library

Objective #2 :   Support the QEP and IBL by improving student access to informational resources and services.
Responsibility: Director of Library Services, Library Staff
Statement of Need: Research materials are needed as students investigate answers to questions and solutions to problems, both tasks associated with IBL. Updating the library homepage and online catalog will improve the convenience of accessing research materials including article databases, e-books, and other resources and services.
Actions: 1. Redesign the Library Homepage. The homepage provides a gateway to article databases, books, library assistance, and other informational materials. The new design will improve the organization of content, thus making it easier to locate and navigate to resources on the page. 2. Upgrade the library's online catalog.   The new upgrade will offer a more user-friendly search interface, a seamless integration of electronic books, and a virtual bookshelf for promoting new books and e-books.   The upgrade will also feature improvements and enhanced functionalities for circulation and cataloging modules. 3. Apply updates to pages as needed to ensure homepage remains an up-to-date and relevant source of information for website visitors. Update orientation webpage and monitor user surveys for recommendations for improvement of the site.
Resources and Approximate $:   Institutional Improvement   (No $$)

Assessment Method: The new homepage and updated catalog will be posted by August 2021. **Date:** August 2021

Office of the President

Athletics

Objective #1: Sports Day T-Shirts that support and project the importance of Quality Enhancement Plan.
Responsibility: Athletic Director, Administrative Assistant to Athletic Director, Student Services Administrative Assistant.
Statement of Need: Advertisement of the Quality Enhancement Plan
Actions: 1. Distribution of 800+ t-shirts with Quality Enhancement Plan logo.
Resources and Approximate $: <mark>Institutional Improvement;</mark> $800.00+
Assessment Method: Number of t-shirts distributed   **Date:** October 2020

Objective #2:   Continue to engage our student-athletes in a higher quality of successful study hall times.
Responsibility: Head and assistant Coaches
Statement of Need: Decrease the number of early alerts continued to be received by student-athletes

Actions:
   1. All cell phones are to be taken up by coaches at the beginning of study hall.
   2. Increase study hall time to be a minimum of 1 hour per study hall session.
   3. Requirement of additional study hall times for those receiving an early alert.

Resources and Approximate $: <mark>Institutional Improvement</mark>; No $
Assessment Method: Study Hall sign-in sheets   **Date:** May 2021

Enterprise Resource Planning/Student Information System

Objective #1 :   Ensure the SIS integrates the institutional Quality Enhancement Plan within the system framework
Responsibility: Student Information System Director, ERP/SIS Implementation Team
Statement of Need: Ensure full utilization, functionality, and satisfaction of the SIS

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

Resources and Approximate $: <mark>Institutional Improvement</mark>- No$
Assessment Method: **Date:** Director of Quality Enhancement meeting notes uploaded into Canvas. November 2020 QEP Development Team meeting notes uploaded into Canvas. February 2021

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; Advancement 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: - Identify opportunities for additional funding for new and existing scholarships from the public and private sector.   - 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.   - 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.   - Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, scholarships, and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.
Resources and Approximate $:   - Institutional Improvement: No $ - Personnel: Advancement Specialist – Grant Developer -- $35,000 - $45,000
Assessment Method: **Date:**   - 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, 2021.   - 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, 2021.   - Advancement Specialist—Grant Developer hired by August 31, 2021.

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> No additional funds needed. Promotion Budget for this project is held in the QEP plan.
Assessment Method: Report promotional activity.
Date: September 1, 2021   **Date:**

President/Effectiveness

Objective #1: The College will support the Quality Enhancement Plan functions and activities through adequate resource allocation decisions.
Responsibility: President and Director of Institutional 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 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 Quality Enhancement Plan orientation 2. Assist with the delivery of the communication plan for QEP for faculty/staff/students
Resources and Approximate $: <mark>Institutional Improvement</mark>   No $
Assessment Method: Disseminate communication plan to Integrated Marketing Committee and Director of Quality Enhancement **Date:** August 2021

Financial Aid

Objective #1 : Improve financial aid advising services to both prospective and enrolled students
Responsibility: Director of Financial Aid

Statement of Need: Benchmarks from Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement SENSE indicate a need for improved financial aid advising and outreach services to prospective and enrolled students
Actions: 1. Participate in New Student Orientation (NSO), Admit Me VC, and Chap Express 2. Outreach to financial aid applicants with personalized letter from the VC President 3. Provide financial aid outreach presentations to high school students/parents, counselors, and community members throughout the year. 4. Review CCSSE or SENSE scores and results with staff and discuss ideas for improvement of financial aid advising and services 5. Explore additional texting of students in order to improve communications 6. Explore creation of Financial Aid Webinar
Resources and Approximate $: ==Institutional Improvement:== Time, effort and supplies $1,250   ==Technology:== Texting software $3,000 Travel: $800
Assessment Method: Improvement of CCSSE and SENSE benchmarks   **Date:** August 2021

Recruiting

Objective #1 : Participation and Promotion of Quality Enhancement Plan
Responsibility: Coordinator of Recruiting and Assistant Coordinator of Recruiting
Statement of Need: To meet SACSCOC compliance criteria and improve college-wide communication
Actions: 1. Participation in Quality Enhancement Plan orientation 2. Assist with the delivery of the communication plan to prospective students
Resources and Approximate $: ==Institutional Improvement== No $
Assessment Method: Disseminate communication plan to Integrated Marketing Committee and Director of Quality Enhancement **Date:** August 2021

Student Success

Objective #1: Provide support in year two of the implementation of the Quality Enhancement Plan which focuses on improving student learning through the use of Inquiry Based Learning strategies.
Responsibility: Director of Quality Enhancement, Office of Student Success
Statement of Need: SACSCOC requirement, Institutional improvement; student support services teach student learning strategies through student success programming, it is important to emphasize and reinforce the student learning outcomes of Inquiry Based Learning through this supportive role (e.g., becoming a stakeholder in their own success).
Actions: 1. Collaborate with QEP instructors to identify components of course success and student learning outcomes for purposes of incorporating strategies in student success programming. 2. Be a resource to the Director of Quality Enhancement for student support service needs as they relate to Inquiry Based Learning and student success.

Resources and Approximate $: <mark style="background-color:#00ff00">Institutional Improvement –</mark> no $, staff time and effort	
Assessment Method: **Date:** 1. Components of course success notes for each QEP instructor/course. August 2021 2. QEP Committee membership and meeting minutes. June 2021	

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

Administrative Services

Business Office

Objective #1 :   ERP/SIS User Group Training
Responsibility: Mindi Flynn, Garry David
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 $: $3500 – Institutional Improvement
Assessment Method: Conference materials, group discussions, implementation of best practices   **Date:** October 2020 - Nashville

Objective #2 :   Attend BUC$ Business Office User Group Conference
Responsibility: Christie Lehman, Malinda Fleming, Mindi Flynn
Statement of Need: The conference allows attendees a chance to learn new approaches, changes and solutions to issues common to student business services. BUC$ provides current information regarding state and federal mandates or changes and a chance to hear about best practices throughout the state.
Actions: 1. Include sufficient funding in the budget to cover travel and conference fees. 2. Enroll Christie and Malinda in conference and make travel arrangements
Resources and Approximate $: Institutional Improvement - $2,500
Assessment Method: Conference materials, group discussions   **Date:** November 2020 – Site TBD

Instructional Services

Instructional Services

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, TCCIL, TCCIA, NTCCC, LEAP Texas, etc.
3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.
4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training.
5. Expand the availability of on-line professional development opportunities.

Resources and Approximate $: $ – Institutional Improvement ($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:** August 31, 2020

Office of the President

Athletics

Objective #1: Each head coach will be expected to attend a minimum of one outside professional seminar/conference specific to his/her sport.
Responsibility: Head Coaches, Athletic Director, and Associate Athletic Director
Statement of Need: New content knowledge and skills are a requirement in today's world of coaching and our coaching staff has a need to be abreast of the newest and latest developments.
Actions:
1. Use existing budgetary dollars to attend sport specific seminar/conference.
Resources and Approximate $: Institutional Improvement (Softball-$2500.00; Volleyball-$1500.00; Rodeo- no charge; Baseball-$8000.00)
Assessment Method: Travel requests and expense vouchers   **Date:** May 2021

Enterprise Resource Planning/Student Information System

Objective #1 : Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions by scheduling training with the SIS provider
Responsibility: Student Information Software Director, ERP/SIS Task Force

Statement of Need: Replacement of legacy system funded through the Title III grant
Actions: 　1. Migration of data into the new SIS System 　2. Migrated Data validated I the new SIS system
Resources and Approximate $: <mark>Technology/</mark> Title III Grant Funding- Grant Outlined Budget Terms
Assessment Method:　　　　　　**Date:** All Data Migration**.** November 2020 Validation of migrated of data completed**.** May 2021

Objective #2 : Provide in-house training for students, faculty, staff, and administration needed to help advisors access and use the ERP System through advising session in aid of proactive and intrusive advising
Responsibility: Student Information Software Director, ERP/SIS Task Force, Student Success Pathway Coordinator, SIS Implementation Team
Statement of Need: Training required for full utilization of the ERP System and use for all stakeholders
Actions: 　1. Schedule trainings and workshops via ERP staff
Resources and Approximate $: <mark>Institution Improvement/</mark> Title III Grant Funding- Grant Outlined Budget Terms
Assessment Method: At least four trainings scheduled and participated in by stakeholders**.** August 2021

Objective #3 :　Acquire the necessary training in order to Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions
Responsibility: ERP/SIS Director
Statement of Need: Training required for full utilization of the ERP System and use for all stakeholders
Actions: 　1. Attend SIS Annual Conference 　2. Attend Dynamics GP Annual Conference 　3. Attend Annual Conferences for API Initiated Systems
Resources and Approximate $: <mark>Institutional Improvement</mark> (Estimated $4000)
Assessment Method: 　Attend SIS Annual Conference as documented with expense reports. TBD 2020-2021 　Attend Dynamics GP Annual Conference as documented with expense reports. October 2020 　Attend Annual Conferences for API Initiated Systems as documented with expense reports. By August 2020-2021

Human Resources

Objective #1 : Make training available to faculty/staff in addition to that provided by the Professional Development team through SafeColleges online training system**.**
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: - Keep abreast of required trainings according to state and federal regulations for employees.   - Research new trainings available through our current program – SafeColleges.   - Purchase/order/develop additional training as needed.   - Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.
Resources and Approximate $: <mark>Institutional Improvement</mark> – Cost of materials/program - $2,900
Assessment Method: Report of training offered and completed online, face-to-face, etc.　　　　**Date:** by August 2021

Objective #2 : Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities/performance.
Responsibility: HR Staff
Statement of Need: to ensure ongoing compliance, improve knowledge in areas for ERP system, benefits, policies and procedures, as well as HR networking for resources
Actions: - Attend TACCA and TACCHRP conferences.   - Attend annual GPUG conference.   - Participate in online trainings related to ERP system.   - Participate in any benefits trainings and other online related training offered to enhance knowledge of current benefit offerings.   - Participate in any other related professional development, including webinars as appropriate.
Resources and Approximate $: <mark>Institutional Improvement</mark> – Cost of travel, conferences and trainings – TACCA $1000, TACCHRP $1000, GPUG $2500, other $400
Assessment Method: Participation in conferences, training and professional development throughout the year documented in Professional Development tracking　　　**Date:** GPUG – October 2020, TACCA – January 2021, TACCHRP – May 2021, others by August 2021

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, Advancement 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. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.
Actions:

1. Continue membership and participation in the Council for Advancement and Support of Education (CASE) Federal Funding Task Force and the annual Grants Conference; Texas Association of Community College Foundations (TACCF); the National Scholarship Providers Association (NSPA); National Grants Management Association (NGMA) and the Association of Advancement Services Professionals (ASP).
2. Continue to participate in the Council for Advancement and Support of Education (CASE) Federal Funding Task Force, serving as Task Force Chair for 2020 and the Annual Grants Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
3. Continue to Participate in the annual TACCF Conference.
4. Participate in the CASE IV Regional and specialized conferences, Blackbaud Users annual conference (which now includes AcademicWorks USERS), and the ASP annual conference.
5. Continue participation in relevant conferences focusing on Development/Fundraising, Grantsmanship, Alumni Relations, and Advancement Services to update and enhance skills.

Resources and Approximate $:
1. <mark>Institutional Improvement:</mark> Attend the CASE Federal Funding Task Force, serving as Task Force Chair for 2020 and the CASE Conference for Community College Grants Professionals in Washington, DC and TACCF, Austin, TX -- $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, and ASP -- $2,000

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; Advancement Specialist -- 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. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.

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

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

2. ==Technology:== Renewal of Foundation/Corporation search software – $2,500

Assessment Method: Date:
1. Potential sources researched and publicized to Vernon College community by August 31, 2021.
2. Proposals written and submitted by August 31, 2021.

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 who have increased their enrollment and learn their best practices.
Resources and Approximate $:
1. ==Institutional Improvement:== Carnegie Darlet and, Digital Summit Conferences -- $9,000. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- $4,000. Membership dues in CASE, NCMPR, and TACCM -- $4,500
Assessment Method: **Date:**
1. Assess conference attended for useful information which was put into practice. **August 31, 2021.**

President/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 $: ==Institutional Improvement,== 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 $: <mark>Institutional Improvement</mark>, 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 Institutional 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 (Nashville, TN) 2. Participate in SACSCOC Summer Institute (QEP Representatives) 3. Participate in TAIR preconference and conference (Denton, TX) 4. ERP/SIS training/conference 5. Serve as THECB Liaison and Small College Group Representative 6. Participate as a SACSCOC evaluator
Resources and Approximate $: <mark>Institutional Improvement:</mark> SACSCOC $2500 per person for Annual Meeting/Orientation and Summer Institute; TAIR $1750, ERP/SIS $1500, 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 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 organizations and conferences
Actions: 1. Attend Federal/State conferences and other professional development opportunities
Resources and Approximate $: <mark style="background-color:#00FF00">Institutional Improvement:</mark>   Travel budget of approximately $3,500
Assessment Method: As evidenced in budget, travel requests and travel expense reports   **Date:** Ongoing annual review with summation by July 2021

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: Staff development through professional financial aid organizations and conferences
Actions: 1. Attend federal and/or state conferences, and other professional development opportunities
Resources and Approximate $: <mark style="background-color:#00FF00">Institutional Improvement:</mark> Travel budget of approximately $6,000
Assessment Method: Unmodified audit with no management letter notifications or findings   **Date:** January 2022

Recruiting

Objective #1 : Comply with all Federal/State regulations in the recruitment of students
Responsibility: Director of Enrollment Management/Registrar and Coordinator of Recruiting
Statement of Need: Staff development through professional organizations and conferences
Actions: 1. Attend Federal/State conferences and other professional development opportunities
Resources and Approximate $: <mark style="background-color:#00FF00">Institutional Improvement:</mark>   Travel budget of approximately $3,500
Assessment Method: As evidenced in budget, travel requests and travel expense reports **Date:** Ongoing annual review with summation by July 2021

Student Success

Objective #1: Plan and organize faculty and staff development and training (in-house opportunities) designed to communicate and promote improve proven student success practices.
Responsibility: Student Success Pathway Director
Statement of Need: With the conclusion of the Title III grant and the institutionalization of student success programming, there is a need to keep all components informed as to the continued work. Additionally, current student success initiatives tie into the initiatives promoted through Texas Guided Pathways and therefore there is a need for communication and education.

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

Resources and Approximate $: <mark>Institutional Improvement</mark> – no $, staff time and effort
Assessment Method: **Date:**   1. Professional Development Calendar & Sign-In Sheets. July 2021

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

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

Resources and Approximate $: <mark>Facilities -</mark> Currently budgeting $250,000 per year for all capital projects at all locations
Assessment Method: Meeting notes, emails, budget   **Date:** Updated 2021-2022 Facilities Priority Rating by February 15, 2021

Objective #2 : Complete all approved projects by 08-31-2021 - Vernon
Responsibility: Facilities Director and VP of Administrative Services
Statement of Need: As identified in the Facilities Priority Rating
Actions: 1. Quarterly reviews by VP of Administrative Services and Facilities Director to make sure we're on target to complete projects
Resources and Approximate $: <mark>Facilities:</mark> Approximately $150,000 per year included in annual budget to cover capital projects on Vernon campus
Assessment Method: Complete all approved projects   **Date:** 08-31-2021

Objective #3 : Complete all approved projects by 08-31-2021 – Wichita Falls
Responsibility: Facilities Director and VP of Administrative Services
Statement of Need: As identified in the Facilities Priority Rating
Actions: 1. Quarterly reviews by VP of Administrative Services and Facilities Director to make sure we're on target to complete projects
Resources and Approximate $: <mark>Facilities:</mark> Approximately $100,000 per year included in annual budget to cover capital projects on Wichita Falls locations.
Assessment Method: Complete all approved projects   **Date:** 08-31-2021

Objective #4 : Establish roof replacement program - Vernon

Responsibility: Facilities Director and VP of Administrative Services
Statement of Need: All roofs on the Vernon campus are out of warranty and many are nearing the end of their useful lives.
Actions: 1. Inspect all roofs and establish rank order for replacement. 2. Include adequate funding in annual operating budget to replace at least one roof per year as determined by the ranking. 3. Award replacement contract through State purchasing co-op or RFP process.
Resources and Approximate $: <mark>Facilities:</mark> Approximately $75,000 to $100,000 per year depending on the size of the roof to be replaced.
Assessment Method: Final inspection and sign off by facilities personnel and roofing company   **Date:** On-going multi year project

Business Office

Objective #1 : Hire replacement for VP of Administrative Services
Responsibility: President
Statement of Need: VP is planning to retire at the end of January 2021. The position needs to be double filled for at least four months to allow ample training time to insure a smooth transition
Actions: 1. Post position and advertise for candidates. 2. Interview and hire next VP of Administrative Services. 3. Train with current VP to enhance continuity.
Resources and Approximate $: <mark>Personnel -</mark> $36,500
Assessment Method: New VP hired and in place. **Date:** October 1, 2020

Instructional Services

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

Objective #1: Meet student demand for courses and programs through the hiring of additional full-time/adjunct faculty and staff.
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 mon)
    • Retention Specialist for Allied Health (9 mon-RN/LVN) – (may be part of new Advising Model)
    • Economics/Government Instructor (9 mon)
    • LVN Faculty for Night program (12 mon)
2. Review and prioritize need for:
    • ADA Testing Coordinator

- • Police Academy/Criminal Justice faculty assistant
- • Increase Congregate meals staff pay by $0.75/hour.
3. Recruit qualified adjuncts (adjunct course load limited to 9 load hours per long semester).
4. Maintain a minimum full-time to part-time faculty load ratio of 65%:35% within disciplines/programs.

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 1, 2021

Objective #2: Meet the workforce needs of the service area and expand enrollment through the addition of programs which produce graduates in high demand fields.

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 potential demand and costs associated with the following potential programs:
    a. Medical Lab Technician
    b. Radiology Technician
    c. Diesel Technology
    d. Mechanical maintenance/millwright
    e. Construction
    f. RN Bridge Programs (Military → RN, Paramedic → RN)
    g. Cybersecurity
    h. Truck Driving
    i. Court Reporting

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

Assessment Method: Recommendation(s) to Academic Council, VC Board of Trustees & THECB approval.

Date: August 1, 2021

Office of the President

Athletics

Objective #1 : Purchase of new scoreboard for baseball field

Responsibility: Head Coach, President, Athletic Director

Statement of Need: The current scoreboard is 20+ years old. Replacement bulbs and parts are no longer available causing some numbers unable to show up correctly on the board.

Actions:

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

Resources and Approximate $: <mark>Institution Improvement</mark>- time for bids and installation, $20,000 plus installation, <mark>Facilities</mark>
Assessment Method: Submission to ReqLogic of bids and purchase price   **Date:** December 2020

Enterprise Resource Planning/Student Information System

Objective # 1 :   Provide students, faculty, staff, and administration with the information they need to make data informed decision
Responsibility: SIS Director, ERP/SIS Task Force, SIS Implementation Team
Statement of Need: Replacement of the legacy system funded through the Title III grant

Actions:
  1. Training videos of new SIS developed
  2. Training Manual of new SIS developed

Resources and Approximate $: <mark>Technology</mark>/Title III Funds- No$
Assessment Method: Training videos of new SIS Completed**.** March 2021 Training Manual of new SIS Completed. March 2021

Objective #2 : Provide timely data retrieval, analysis and report findings for use with informed decision making throughout the College
Responsibility: Student Information Software Director, College President
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: 1. Hire a **Classified II, Administrative Clerk- ERP/SIS Department** to function in a multitask environment to support Enterprise Resource Planning, Student Information Systems, Cybersecurity, and ADA Accessibility Compliance and assist in Enterprise Resource Planning, Student Information Systems, Cybersecurity, and ADA Accessibility Compliance website audits, edits and updates.
Resources and Approximate $: <mark>Personnel:</mark> Classified II, Administrative Clerk- ERP/SIS Department-- $35,000-$40,000
Assessment Method: Classified II, Administrative Clerk- ERP/SIS Department hired by August 31, 2021

Human Resources

Objective #1 :   Post, advertise and recruit appropriate qualified faculty/staff for vacant/new positions.
Responsibility: HR staff and Search Committees
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.

Resources and Approximate $: <mark>Personnel</mark> – Cost of advertising – budget is approx.. $8000

Assessment Method: All required documentation for position postings, application files, interview notes and offers.   **Date:** Ongoing

Objective #2 : Replace retiring HR director
Responsibility: President, HR staff and Search Committee
Statement of Need: Succession plan for vacancy created due to retirement.
Actions: 1. Post/recruit for vacancy. 2. Follow Vernon College process/policy for hiring. 3. Fill position with time for training of new employee prior to current employee leaving.
Resources and Approximate $: <mark>Personnel</mark> – approximately $14,000 (3 months salary)
Assessment Method: Hire of new employee   **Date:** November 2020

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; Advancement 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. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, scholarships, and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Vice President of Instructional

Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.

2. Continue to raise $275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Continue the annual on-line auction to raise funds for departmental grants.
5. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
6. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.

Resources and Approximate $:
1. <mark>Institutional Improvement:</mark> No $
2. <mark>Personnel:</mark> Advancement Specialist – Grant Developer -- $35,000 - $45,000
3. <mark>Technology:</mark>   Renew annual Raiser's Edge NXT (RE NXT) -- $35,000; Renewal of Foundation/Corporation search software – $2,500; Renewal of MaestroSoft Pro Auction Software -- $3,000

Assessment Method: **Date:**
1. Advancement Specialist—Grant Developer hired by August 31, 2021.
2. $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 and Foundation quarterly meetings and the Voluntary Survey for Aid to Education (VSE) by August 31, 2021.
3. New grant opportunities identified and proposals submitted by August 31, 2021.
4. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2021.

Marketing and Community Relations

Objective #1: Respond to College funding needs through marketing of various fundraising methods.
Responsibility: Coordinator of Marketing and Community Relations; **:** Director of Institutional Advancement/Executive Director, Vernon College Foundation
Statement of Need:
With ever 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. A SmartCatalog available on the Vernon College website would meet the needs the of today's students 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, 2021**

Resources and Approximate $:
1. ==Technology==: Implement/Renew annual Smart Catalog -- $8,000

Assessment Method: Date:
1. Annual software licenses/maintenance contracts renewed by **August 31, 2021**.

President/Effectiveness

Objective #1: The College will emphasize assessment activities and planning information from all components of the College to identify fiscal, physical, human and technological resources to accommodate current and future needs.
Responsibility: President and Director of Institutional 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: Monitor and ensure that the Assessment/Report Calendar and planning processes are followed.
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; Title III evaluation plan 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)
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 **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 $: Institutional Improvement, 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 Institutional Effectiveness
Statement of Need: To meet expected SACSCOC criteria
Actions: 1. Maintain Compliance Assist software license   2. Explore strategic planning software options
Resources and Approximate $: Technology, $7000 approx 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 Institutional 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 $: Institutional Improvement, 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 Services

Admissions and Records

Objective #1 : Maintain and improve student satisfaction ranking for Admissions and Records Office
Responsibility: Director of Enrollment Management/Registrar and VP of Student Services
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 $: Institutional Improvement: 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 results   Date: Ongoing annual review with summation August 2021

Housing

Objective #1 : Provide updating to campus housing for students.
Responsibility: Dean of Students, Director of Housing
Statement of Need: Vernon College will work toward providing updated facilities for student residents, when necessary and financially possible.
Actions: 1. Update as many of the resident student bathrooms as possible, during the summer break 2021.
Resources and Approximate $: <mark>Facilities</mark> ($3000 per bathroom per Garry David estimate.)
Assessment Method: Number of resident student bathrooms updated by August 1, 2021.   **Date:** August 2021

Student Activities and Housing

Objective #2 : Review and update select job titles to adequately describe current duties.
Responsibility: Vice President of Student Services, Dean of Student Services
Statement of Need: Several years ago, student services realigned positions to better utilize staff amongst VC campuses and student services units. During the realignment, the Director of Housing was provided a stipend to also serve in the role of Student Activity Director for the Vernon Campus. This realignment has worked well. As a result, we would like to rename the Director of Housing to the Director of Campus Life – encompassing both sets of job duties and also making the stipend part of the permanent salary for that position.

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

Resources and Approximate $: <mark>Institutional Improvement</mark> - no $
Assessment Method: Position renamed and salary permanently combined with stipend.   **Date:** September 2020

Student Success

Objective #1: Integrate and maintain innovative technologies, including hardware and software, to increase efficiency and effectivess.
Responsibility: Student Success Pathway Director
Statement of Need:

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

Resources and Approximate $: <mark>Institutional Improvement</mark> – no $, staff time and effort

Assessment Method:	Date:
1. List of technologies used and summary of related program assessment data. August 2021 2. Implementation Team Membership and Meeting Notes. August 2021	

Administrative Services

Information Technology

Objective #1 : Adhere to Best Practices IT Replenishment Strategy
Responsibility: Run Business Solutions
Statement of Need: Purchase as necessary to bring the college to a best practices' IT replenishment plan for all computing equipment.
Actions: 1. Update Replenishment List and submit to VP's for approval. 2. Purchase 90 faculty computers, 100 lab use computers. 3. Roll out 10 faculty and staff computers per month and replace 1 Lab per holiday break.
Resources and Approximate $: Technology $137,871.30
Assessment Method: Documentation of purchases via the VC IT Budget and Replenishment Completion Schedule.   **Date:** Purchases made by June 30, 2021

Objective #2 : Microsoft Teams
Responsibility: Run Business Solutions
Statement of Need: Organized/Structured communications platform is needed to strengthen team centric communication and collaboration.
Actions: 1. Identify and test with pilot group. 2. Determine procedures / use cases. 3. Rollout to all faculty and staff.
Resources and Approximate $: Technology – No $$ Institutional Improvement
Assessment Method: All faculty participation in Teams collaboration   **Date:** May 31, 2021

Objective #3 : Internal Project Coordinator / Trainer
Responsibility: Run Business Solutions
Statement of Need: Coordinate and manage internal projects. Develop training material for customers on new applications and any area of need.
Actions:

1. Define areas of need.
2. Prepare training materials.
3. Schedule and execute training.
Resources and Approximate $: <mark>Technology</mark> – No $$, <mark>Institutional Improvement</mark>
Assessment Method: Complete training sessions   **Date:** August 31, 2021

Physical Plant

Objective #1 : Replace phone system on Vernon campus
Responsibility: VP of Administrative Services, Media Specialist, Run-Biz
Statement of Need: Current Lucent system is over 20 years old and replacement parts are getting hard to find.
Actions:
4. Research current technologies.
5. Issue RFP for replacement system.
Resources and Approximate $: <mark>Facilities</mark> - $60,000
Assessment Method: New system installed and functioning. **Date:** Summer 2021

Instructional Services

Instructional Services

Objective #1: Implement the Assessment Evaluation Feedback and Intervention System (AEFIS) modules for measuring Course Evaluation, Program/Discipline Evaluation, Core Assessment, End of Semester Course Reviews (ESCR), QEP assessment, and shared utilization with Student Success Modules
Responsibility: VP of Instructional Services, Director of Instructional Assessment
Statement of Need:
Actions:
1. Actively participate in professional development activities relative to utilization of the new Assessment Evaluation Feedback and Intervention System (AEFIS) modules.
2. Convert current Instructional Services processes and practices to the new AEFIS software including but not limited to:
a. Course Evaluations
b. Program/Discipline Evaluations
c. Core Assessment of Signature Assignments
d. ESCR assessments
e. Other modules in conjunction with Student Services
Resources and Approximate $: $30,000/year - <mark>Technology</mark>
Assessment Method: Date(s) of implementation
Date: August 15, 2020

Office of the President

Athletics

Objective #1: Create centralized and unified game streaming capabilities.
Responsibility: Head Coaches, Associate Athletic Director and
Statement of Need: Provide parents and potential recruits opportunity to view games and increase Vernon College athletic exposure.
Actions: 1. Meet with RunBiz to discuss needs to increase capabilities   2. Implement successful live streaming capabilities for athletic programs.
Resources and Approximate $: Institutional Improvement, Technology; (Streaming capabilities available within Athletic webpage)$3000.00
Assessment Method: Documentation of streamed games **Date:** May 2021

Enterprise Resource Planning/Student Information System

Objective # : Ensure full integration and updates of the new SIS
Responsibility: ERP/SIS Director
Statement of Need: Ensure full utilization, functionality, and satisfaction of the SIS system
Actions: 1. Provide oversight of system integration and compatibility for Dynamics GP   2. Provide oversight of system integration and compatibility for SIS
Resources and Approximate $: Technology as funded through the Title III grant- Grant outlined budget terms
Assessment Method: Dynamics GP integration and compatibility tested and functional. March 2021   SIS integration and compatibility tested and functional. March 2021

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; Advancement Specialist – Grant Developer
Statement of Need: Software such as Raiser's Edge NXT; AcademicWorks -- the College's on-line scholarship application; the Foundation/Corporation Funding 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. <mark>Technology:</mark> Renew annual subscriptions/software licenses: Raiser's Edge NXT (RE NXT) -- $35,000; Foundation/Corporation search engine software – $2,500; MaestroSoft Pro Auction Software -- $3,000; Blackbaud Award (formerly Academic Works) Software -- $10,000
Assessment Method: **Date:**   1. Annual subscription/software licenses renewed by August 31, 2021.

Marketing and Community Relations

Objective # 1: Utilize existing software tools to support College, student, and alumni needs. Research new social media, on-line giving, email marketing and text messaging strategies as needed to benefit Vernon College students and the College as a whole as an aide to recruitment and retention. Continue enhancements to the website and social media as the primary "information source" for the College.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation, 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 ever 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. 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 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 if being utilized.   2. Research additional software, technology, on-line giving tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.   3. Utilize targeted marketing strategies such as press releases, letters, social media, recruiting emails and postcards to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.   4. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.

Resources and Approximate $: <mark>Institutional Improvement:</mark> No additional funds needed
Assessment Method: **Date:**
1. On-line giving tool implemented by **August 31, 2021.**
2. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2021 and on-going**.
3. Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2021 and on-going**.

President/Effectiveness

Objective #1: The College will utilize assessment data and planning information from all components of the institution to develop an Annual Technology Action Plan.
Responsibility: President and Director of Institutional 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, Communication Reports, 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 Institutional 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. Implementation of new SIS including all infrastructure requirements
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $; <mark>Technology</mark>, Title III funds
Assessment Method/Date: As evidenced by Technology Plan and budget; IT Management contract and Annual Report; progress report for Title III including ERP/SIS   **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 Effectiveness
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 Services

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. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 10
2. Purchase replacement printers, as needed, for Financial Aid staff of 10
3. Purchase scanners, as needed, for replacement due to usage
4. Monitor Department of Education technology requirements for electronic processing
Resources and Approximate $: <mark>Technology</mark>: Scanner $1,000, Printer $500, Computer $1,500
Assessment Method: Purchase of the above before or during the academic year   **Date:** August 2021

Security

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

Responsibility: Director of Campus Security.
Statement of Need: Currently, all Vernon College Police reporting is done manually, and for annual internal and external reports. Vernon College Police would like to purchase software to automate campus police reporting.
Actions: 　1.　Research online police reporting platforms for small schools with multiple campuses. 　2.　Pilot an online police reporting platform. 　3.　Purchase online police reporting platform.
Resources and Approximate $: Institutional Improvement (no $) and $5000 Technology
Assessment Method: Online police reporting platform selected, piloted and purchased by May 2021.　**Date:**　May 2021

Student Services

Objective #2 : Provide Student Services support and participation to the Enterprise Resource System/Student Information System (ERP/SIS) selection and implementation process.
Responsibility: Vice President of Student Services, Dean of Student Services, Director of Financial Aid, Director of Enrollment Management/Registrar, Student Success Pathway Director.
Statement of Need: Vernon College will begin accepting Request for Proposals (RFP) for a new ERP/SIS system. Student Services will participate (as requested) in the task and provide support during the selection process.
Actions: 　1.　Attend all meetings with potential vendors. 　2.　Provide supporting documentation, and participate in discovery sessions, as deemed necessary.
Resources and Approximate $: Institutional Improvement – no $
Assessment Method: Maximum participation in SIS meetings**.**　**Date:** August 2021

Office of the President

Athletics

Objective #1: Explore the possibility of charging admission to baseball and volleyball games on Vernon campus.
Responsibility: Athletic Director and President
Statement of Need: Supplement current budget lines with additional revenue source.
Actions: 1. Meet with President to discuss possibilities of charging gate fee.   2. If approved, determine labor needs and revenue streaming.
Resources and Approximate $: <mark>Institutional Improvement</mark>; No $'s
Assessment Method: Gate revenue generated   **Date:** May 2021

Enterprise Resource Planning/Student Information System

Objective #1 :   Ensure system integration of the new SIS and Razor's Edge and Academic Works
Responsibility: ERP/SIS Director
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions: 1. Integrate SIS and Razor's Edge   2. Integrate SIS and Academic Works
Resources and Approximate $: <mark>Technology</mark> as funded through the Title III grant- Grant outlined budget terms
Assessment Method: SIS and Razor's Edge integrated and functional. June 2021   SIS and Academic Works integrated and functional. June 2021

Institutional Advancement

Objective #1 :   Utilize various fundraising methods to respond to and support College needs.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist – Grant Developer
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. 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:
1. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Foundation/Corporation Funding Search software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.
2. Continue to raise $275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
5. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Continue to serve as the Grant Manager for the College's Title III and others as assigned.

Resources and Approximate $:
1. Institutional Improvement: No $
2. Personnel: Advancement Specialist – Grant Developer -- $35,000 - $45,000

Assessment Method: **Date:**
1. Advancement Specialist—Grant Developer hired by August 31, 2021.
2. $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 and Foundation quarterly meetings and the Voluntary Survey for Aid to Education (VSE) by August 31, 2021.
3. New grant opportunities identified and proposals submitted by August 31, 2021.
4. Annual submission of the Voluntary Survey for Aid to Education (VSE) report by October 1, 2021.
5. Grant Management, including UGG compliance monitoring results in successful completion of the 5 year Title III grant by September 30, 2020.
6. 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, 2020.

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, 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. 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> No additional funds needed
Assessment Method: **Date:**   On-line giving tool implemented **August 31, 2020**

President/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

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

Office of the President

Athletics

Objective #1: Create a Vernon College Athletics Hall of Fame and online nomination form.
Responsibility: Athletic Director, Associate Athletic Director, Head Coaches,
Statement of Need: To build school pride in VC athletics and increase fund raising and alumni support.

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

Resources and Approximate $: <mark>Institutional Improvement</mark>; $250.00
Assessment Method: Online nomination form and Induction Ceremony at Sports Banquet   **Date:** December 2020

Enterprise Resource Planning/Student Information System

Objective #1 : Ensure integration of Razor's Edge into the SIS
Responsibility: SIS Director, Director of Institutional Advancement
Statement of Need: Ensure full utilization, functionality, and satisfaction of Razor's Edge into the SIS software

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

Resources and Approximate $: <mark>Institutional Improvement</mark>/ Title III Grant Funding- grant outlined budget terms
Assessment Method: Request API credentialing from Razor's Edge. December 2020 Integrate API functioning into the SIS software. March 2021 Test API functioning between Razor's Edge and the SIS. April 2021

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 $:
1. <mark>Institutional Improvement</mark>: 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 2019-2020 statistics by August 31, 2021.
2. Compare the Alumni engagement through social media analytics of the Facebook page compared to the 2019-2020 statistics by August 31, 2021.
3. Compare the number of Vernon College Effectiveness Questionnaire Alumni Question respondents in fall 2020 to the fall 2019 number to measure Alumni engagement.

President/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	

Instructional Services

Instructional Services

Objective #1: Continue to refine processes and methods for assessing program level outcomes as well as the core objectives (general education outcomes) associated with the THECB approved core curriculum
Responsibility: VP of Instructional Services, Dean of Instructional Services, Division Chairs, Director of Instructional Assessment, Program Directors/Coordinators/Faculty.
Statement of Need: THECB and SACSCOC criteria, programmatic accreditation

Actions:
    1. Aid faculty in the development of assignments designed for assessment of core objectives.
    2. Selection and norming of institutional level rubrics designed for core assessment.
    3. Continue to assist CTE program faculty in improving assessment measures of program level outcomes

Resources and Approximate $: No $ – Institutional Improvement
Assessment Method: Publication of Core Objective assessment results presented to Academic Council and College Effectiveness committees; assessment results for program level outcomes documented in Advisory Committee minutes and Program Review instrument. **Date:** September 30, 2021

Office of the President

Athletics

Objective #1: Continue to push expectations of athletic department to meet athletic/academic policy guidelines.
Responsibility: Athletic Director, Associate Athletic Director
Statement of Need: Vernon College athletic programs are not viewed as strong contenders to qualify for post-season competition.

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

Resources and Approximate $: Institutional Improvement; No $'s
Assessment Method: End of season reviews   **Date:** May 2020

Enterprise Resource Planning/Student Information System

Objective #1 : Compliance with SACS COC Federal Requirements
Responsibility: ERP/SIS Director
Statement of Need: The institution is in compliance with its program responsibilities under SACSCOC guidelines

Actions:
1. Attend Title III Oversight Committee Meetings
2. Attend Student Success Data Committee Meetings

Resources and Approximate $: Institutional Improvement: Time and Effort No $$

Assessment Method: Attendance Reports from meeting minutes   **Date:** 2020-2021

Objective #2 : Assess the impact of ERP functions and stakeholder satisfaction
Responsibility: SIS Director, Director of Institutional Effectiveness, Student Success Pathway Coordinator
Statement of Need: Ensure full utilization, functionality, and satisfaction of the ERP system
Actions:
1. Administer formative and interim surveys, personal interviews, and focus groups
2. Dashboards configured and accessible within SIS
3. Provide faculty and staff opportunities to review generated data
Resources and Approximate $: Institutional Improvement/ Title III Grant Funding- grant outlined budget terms
Assessment Method:
Quantity of formative survey results posted in Canvas. December 2020
Dashboards configured. January 2021
Generated data reviewed and authenticated. January 2021

Human Resources

Objective #1 : Review/update policies 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 review for needed updates/amendments on an annual basis through committee meetings and follow up.
2. Approvals of edited product by committee and Vernon College Board of Trustees.
3. Updated version of Employee Handbook made available online, through SafeColleges training and linked to Vernon College website.
Resources and Approximate $: Institutional Improvement - $0
Assessment Method: Updated Vernon College Employee Handbook and Employee Handbook Committee meeting agendas/minutes posted on the Vernon College website   **Date:** by August 2021

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, Advancement 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 $:
1. ==Institutional Improvement==: No $
Assessment Method: **Date:**
1. Policies review and updated, if necessary, by August 31, 2021.

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 should be 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,== no additional funds needed.
Assessment Method: **Date:**
1. Annual reviews and updates, if needed, completed by **August 31, 2021**.   2. Subcommittee meeting minutes, and attendance logs. **August 31, 2021**

President/Effectiveness

Objective #1: The College will annually review mission documents with the Board of Trustees, administration, faculty and staff to ensure the organization's commitments are clearly defined.
Responsibility: President and Director of Institutional 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 $: ==Institutional Improvement,== no $

Assessment Method/Date: As evidenced agendas, minutes and meeting notes   Date: December 2020

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 Institutional 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 $: ==Institutional Improvement==, 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 $: ==Institutional Improvement,== 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 Institutional 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
Assessment Method/Date: Development of reports by July 1 and update of strategic plan document, ERP/SIS 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 Institutional 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

Student Services

Admissions and Records

Objective #1 : Compliance with SACSCOC Comprehensive Standard 3.4 All Educational Programs 3.4.3
Responsibility: Director of Enrollment Management/Registrar and VP of Student Services
Statement of Need: The institution publishes admissions policies that are consistent with its mission. (Admissions Policies) (3,.4.3)
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: Admission Committee meeting minutes   **Date:** March 2021

Objective #2 : Compliance with SACSCOC Comprehensive Standard 3.9 Student Affairs and Services 3.9.2
Responsibility: Director of Enrollment Management/Registrar and VP of Student Services

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) (3.9.2)
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 IT POISE administrator   **Date:** March 2021

Financial Aid

Objective #1 : Use Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) data to increase survey driven scores for financial aid
Responsibility: Director of Financial Aid
Statement of Need: Benchmarks from CCSSE and SENSE indicate a need for improved financial aid advising and outreach services to prospective and enrolled students
Actions: 1. Review CCSSE and SENSE data to identify higher performing schools in financial aid areas and review their processes, policies, procedures, practices, and programs.
Resources and Approximate $: <mark>Institutional Improvement:</mark> Time and Effort No $$
Assessment Method: Improvement of CCSEE and SENSE benchmarks   **Date:** CCSSE August 2021/SENSE April 2021

Objective #2 : Compliance with SACSCOC 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. Attend 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 2022

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: As the student success programs are institutionalized post Title III grant, it is necessary to continue to assess level of impact and student success.

Actions:
1. Analyze program level assessments both quantitative and qualitative to determine the success and impact of institutionalized programs.
2. Analyze state or nationally normed assessments (e.g., Community College Survey of Student Engagement (CCSSE), Survey of Entering Student Engagement (SENSE)) both quantitative and qualitative to determine the success and impact of institutionalized programs.
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 2021
2. State or national level assessment results and use of results for improvement. August 2021