

# Vernon College Annual Action Plan 2015-2016

## Summary By Priority Initiative

### Priority Initiative #1:

Implement a centralized, unified and organized recruitment and retention effort.

### Admissions, Records and Financial Aid

**Objective #1 :** Provide easy access to Admissions services for prospective students to assist and facilitate recruitment efforts

**Actions:**

1. Increase communication between period from application to student enrollment
2. Work with recruiting to streamline the migration process from prospect to applicant and enrollment
3. Participation in recruitment activities for both regular students and dual credit
4. Explore use of "Chaps TV" for admissions instructional videos on Apply Texas, residency questions, dual credit, and Campus Connect

**Objective #2 :** Improve student retention and success annually

**Actions:**

1. Send progress reports to notify students of their academic status at semester end
2. Refinement and additions to "Student Success thru Communication" functions to educate students about College
3. Participate in "Early Alert" initiatives of POISE module
4. Notify students of President or Dean List honors each Fall and Spring semester
5. Explore use of "Chaps TV" for student success videos on attendance, withdraw, services, academic standards, etc.

**Objective #3 :** Improve student recruitment and retention and student success annually

**Actions:**

1. Council 100% of financial aid students who are reducing their course load or withdrawing regarding their financial aid consequences
2. Contact students who receive "Early Alert" notices regarding attendance and explain financial aid consequences
3. Campaign to notify students who are registered but not complete in Financial Aid Office
4. Campaign to encourage students who have been awarded Financial Aid but are not registered in classes

**Objective #4 :** Increase total financial aid awarded annually (as reported in KPIA) proportionally with credit enrollment increases

**Actions:**

1. Monitor and record enrollments, aid applicants, and processing time periodically throughout award year for improvement opportunities

2. Send second notice letter to all students who have not responded to their financial aid status letter
3. Research use of electronic forms to improve services for students and streamline application process

### **Instructional Services**

**Objective #1:** Actively engage Instructional Services in promoting and supporting the initiatives of the Integrated Marketing/Recruiting Committee.

**Actions:**

1. Support and expand participation in GenTX Day which targets service area high school students.
2. Support and expand opportunities for targeted recruitment of Hispanic students (Café con Leche).
3. Support recruiting activities targeting nontraditional students in gender biased programs.
4. Expand program specific recruiting to targeted populations.

**Objective #2:** Promote the availability of College credit from non-traditional education.

**Actions:**

1. Review the current policies and procedures associated with the awarding of credit for various forms of non-traditional education, including
  - a) Military experience/training
  - b) Advanced Technical Credit (ATC)
  - c) Articulated Credit
  - d) College Level Examination Program (CLEP)
  - e) Advanced Placement (AP)
  - f) International Baccalaureate Organization (IBO)
  - g) ACT scores/SAT scores
2. Ensure policies and procedures are appropriate and in line with commonly accepted practices within higher education.
3. Publicize policies and procedures in College catalog as well as in recruiting materials and at recruiting events.

**Objective #3:** Increase retention rate through proactive interventions.

**Actions:**

1. Create workshops and/or services which address “life skills” for a diverse student population.
2. Investigate peer mentoring programs within departments.
3. Promote Proactive Assistance for Student Success (PASS) Department through
  - a) Promotion of Tutoring Centers through expansion of “Welcome Back Fiesta” to the Vernon campus and the continuation of “help desk” at Century City Center.

- b) Expansion of New Beginnings Program through solicitation of additional external funding.
4. Investigate ways to make student progress more “visible” through enhanced tools within The VC portal such as degree audits, digital dashboard/gradebook, etc.

**Objective #4:** Increase enrollment on the Vernon campus.

**Actions:**

1. Investigate potential partnerships with other institutions of higher education to provide the Vernon community with access to programs and facilities currently unavailable at Vernon College.

### Office of the President

#### Institutional Advancement

**Objective #1:** Enhance recruiting and marketing efforts to increase enrollment at Vernon College. Individuals who achieve an Associate Degree, Certificate or take their basic academic courses at Vernon College and successfully transfer to complete a four-year degree and/or graduate degree improve not only their own life and earning power but also the community in which they reside as part of the educated workforce.

**Actions:**

1. Increase enrollment 2% over fall 2014 enrollment as reported.
2. Develop a strong set of engaging events welcoming all age groups to showcase Vernon College programs and to provide prospective students with all needed information about Vernon College departments to assist with their decision to attend the College. Events such as, but not limited to, Career Pathways (formerly known as Search My Future), GenTX Day, and Sophomore Roundup.
3. Explore other possible event opportunities such as GenTX Week for high school seniors and events specific to the Vernon campus.
4. Showcase Vernon College to prospective students and community groups: conduct tours at the three main locations; identify all locations on the website through updated pictures/slideshows; develop a student group to assist with tour groups because prospective students relate more easily with individuals of a similar age; create a binder of information for all tour leaders.
5. Implement recruiting/marketing activities specifically for the Vernon campus to increase enrollment. Host events on the Vernon campus to showcase Vernon College programs and provide prospective students with all needed information such as, but not limited to: 4H Leadership Academy, Area IV FFA Convention; alumni affinity reunions; highlight the Vernon campus in recruiting communications sent to prospective students.
6. Develop and implement a strategic plan for recruiting minority and male students to more aggressively recruit these populations and help find ways to overcome real or perceived barriers to a Vernon College education. Contact other institutions with a higher percentage of male populations to determine best practices. Participate in events such as Calle Ocho, Café con Leche, Martin Luther King Breakfast, Hispanic Education Summit as a Vernon College representative.
7. Participate in Project Back to School in August with a Vernon College table.

8. Develop and implement a strategic plan for recruiting other special populations and providing community outreach such as, but not limited to: Veterans; GED presentations at Region 9; Straight Street; Boys and Girls Clubs; Faith Refuge.
9. Represent Vernon College to prospective students at College and Career Fairs throughout our service area and targeted areas in Oklahoma. Evaluate at the end of the “season” the results gained by attending “closer to home” recruiting activities.
10. Develop a set of recruiting materials to include a viewbook and checklist. Provide the viewbook and checklist in Spanish to aid in recruiting the Hispanic population.
11. Create a larger presence in the service area high schools by: conducting presentations about Vernon College, college in general and the need to continue education beyond high school, and scholarships; sending Vernon College materials to all service area high school students; visiting each service area high school at least twice during the year as outlined in the Recruiting strategic plan; continue to develop relationships with each service area high school and counselor(s) – to be their liaison and point of contact.
12. Develop and implement a strategic communications plan to prospective students to include, but not limited to, postcards, emails, text messages, and social media.
13. Work closely with the Vernon College program coordinators to recruit students into their programs.
14. Establish a call center to follow-up with prospective students interested in attending Vernon College to assist them with completing all the necessary steps prior to actual enrollment.
15. Establish a live chat component on the Vernon College website to assist prospective students with completing all the necessary steps prior to actual enrollment.
16. Working with RunBiz and the Coordinator of Marketing and Alumni Relations, personalize the Vernon College website for each individual’s technology tools to assist prospective students with completing the necessary steps to actual enrollment. The result would be that the individual would receive a personalized checklist of application and admissions steps necessary to enroll in their chosen program.
17. As a recruiting tool, explore alternative and best practices to communicate with prospective students outside of normal business hours.
18. Continue membership in NCMPR, NCC, OCP, and TACRAO.
19. Attend the NCMPR Regional and Annual Conferences and the TACRAO Annual Conference.
20. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions. This will include, but not be limited to, posting on the Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

**Objective #2 :** Continue to increase scholarship availability for Vernon College students

**Actions:**

1. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation current scholarships, including dual credit scholarships, and new scholarship opportunities.
2. Increase Alumni awareness of the need for scholarship funds through the Ex-Students E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific affinity groups during 2015-2016.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with STARS information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Continue the “Vernon College/Vernon College Foundation Scholarship Office” within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students. Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra, Throckmorton, and WFISD College Connections Scholarship Programs.
8. 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.
9. Work with the Early College Start Coordinator and the Advancement Specialist - Recruiting to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.
11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete. In January and February review student application progress on a weekly basis. With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
13. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool. Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with the donors of building scholarship to achieve funding resolution.
15. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.

16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for “orphan” scholarship funds in the College endowment pool.

**Objective #3:** Participate in and continue to implement the recommendations of the Integrated Marketing/Recruiting Task Force Report and new recommendations development by the Integrated Marketing/Recruiting Committee

**Actions:**

1. Ensure the implementation of the integrated marketing/recruiting recommendations made by the 2013 Task Force and approved by the administrative team by evolving the recommendations into the Vernon College Integrated Marketing/Recruiting Plan. Chair the Integrated Marketing/Recruiting Committee
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 the 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 Closing the Gaps 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 school group requests as needed and coordinate and manage all other group tour/campus visit requests.
9. Create a training program and contact list of all College employees who are willing and available to help with tours, presentations, training, etc.
10. Continue the STARS Scholarship program and continue to enhance the scholarship website.
11. Develop social media policies and guidelines for Facebook and Twitter and other social media programs.
12. Create a general FAQ document by merging various FAQ documents previously published by some departments and post prominently on the College website and review annually.
13. 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.
14. Review existing marketing policies and develop new policies as needed including a graphic standards policy.
15. Develop and implement a strategic plan for recruiting minority and male students.
16. Create videos and testimonials, “Why attend Vernon College,” for posting to the web site.
17. Continue Marketing/Recruiting events such as, but not limited to: Career Pathways for recruiting CTE prospective students; GenTX Day in the spring in coordination with Region 9; GenTX Week in the fall; Sophomore Round-up; Project Back to School.

18. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
19. Replace the Xerox Phaser 7400DT printer which is more than 10 years old with a new Xerox Phaser 7500DT printer which is more efficient, high capacity model in the Office of Institutional Advancement on the Vernon Campus.

### **President/Effectiveness**

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

**Actions:**

1. Review and implement recommendations of Student Success by the Numbers included as part of the President's Institutional Priorities List
2. Monitor KPIA benchmark data
3. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing/Recruiting Committee Plan
4. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled

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

**Actions:**

1. Review and implement approved plan from the Integrated Marketing/Recruiting Committee
2. Review and implement recommendations of Student Success by the Numbers included as part of the President's Institutional Priorities List
3. Monitor KPIA benchmark data
4. Promote and ensure development and implementation of a process for automatic review and awarding of certificates and degrees

### **Student Services**

**Objective #1:** Make a better effort to publicize Vernon College athletic activities to draw community interest and support.

**Actions:**

1. Meet with marketing department to develop a marketing plan to increase event attendance and participation including television, radio, and print marketing.
2. Implement agreed to marketing plan and oversee all Student Services/Athletics related tasks.

**Objective #2: Meet Vernon College expectations for enrollment and meet requirements for Fall 2016 Rodeo Team enrollment.**

**Actions:**

1. Meet Rodeo Team enrollment expectations with an aggressive recruiting plan by the rodeo coach seeking out potential team members who understand the need for both rodeo abilities and academic commitment.

**Objective #3: Maintain competitive sports teams in Region V of the National Junior College Athletic Association and the Northern Texas Junior College Athletic Conference to help brand a winning tradition in all Vernon College Sports.**

**Actions:**

1. Both the baseball team and the softball team will review the past 3 year's performance and submit to Assistant Athletic Director written plans which will outline athletic changes for each of their respective teams for the 2015-2016. These written plans will include issues like:
  - Practice times and plans
  - Scheduling changes
  - Player development
  - Sport specific conditioning programs
  - Utilization of assistant coaches
  - Post-practice and post-game evaluations



**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.**

**Admissions, Records and Financial Aid**

**Objective #1 :** Increase student retention and completion success annually

**Actions:**

1. Create a “record” on new students every semester through a “batch” process which will assign a catalog to be used for the degree audit program and enable degree shopping. The degree audit will show the student a clear outlined path to completion of their 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

**Objective #2 :** Maintain Admissions Office CCSSE and SENSE satisfactory rankings and improve annually

**Actions:**

1. Increase accessibility to and awareness of on-line Application for Admissions and enrollment requirements through participation in the "Apply Texas" (Common Application) initiative
2. Continuously maintain "Apply Texas" website information for changes

**Objective #3 :** Maintain VC cohort student loan default rate as calculated by DOE at 15% or lower

**Actions:**

1. Provide documented entrance and exit loan counseling opportunities for increasing numbers of student borrowers
2. Contract with consulting firm to contact students approaching default status to explain options and consequences for increasing numbers of student borrowers
3. Explore outsourcing and automation of verification and “C” code selected ISIRs so additional staff resources can be utilized on default prevention

**Instructional Services**

**Objective #1:** Improve success rates of students enrolled in online courses.

**Actions:**

1. Within available resources, evaluate the creation and organization of a Distance Education Department to better focus on issues relative to online learning and provide support for students and faculty engaged in the online environment.

2. Continue to review eSIR II results and work with faculty to assess the quality of online courses using the institutionally adopted Rubric for Online Instruction (ROI).
3. Initiate implementation of pre-requisite requirements (SmarterMeasure, Academic Standing, TSI status, etc.) for enrollment in online courses based on the recommendations of the Distance Education committee.

**Objective #2:** Expand availability of tutoring services.

**Actions:**

1. Continue to investigate alternative methods in the delivery of tutoring services including
  - a) On-line tutoring via *Blackboard Collaborate*
  - b) In-class/in-lab tutoring
  - c) Accessibility of tutoring services via Ipad technology
2. Improve communication and collaboration between PASS Department, Tutoring Center Coordinators, Division Chairs/Program Directors, and faculty to identify and fulfill student needs with regard to tutoring services.
3. Investigate the availability of external sources of funding to fund faculty tutoring outside of their contractual obligations (weekends, nights, etc).

**Objective #3:** Improve institutional promotion of and student accessibility to available community resources.

**Actions:**

1. Continue to disseminate information to increase awareness of community resources available to students among VC students, faculty, and staff.
2. Make information available through a variety of online and print formats including the VC website.

**Objective #4:** Continue to monitor and evaluate success of redesigned developmental education plan.

**Actions:**

1. Continue to monitor and review processes for student placement in developmental education courses.
2. Continue and expand current partnerships for serving students placing below developmental education cut scores.
3. Continue to review student success in developmental education and subsequent college level courses.
4. Continue to review and monitor curriculum and modalities.

**Objective #5:** Monitor student feedback to ensure library hours meet the informational needs of the students served.

**Actions:**

1. Monitor survey results collected in the spring 2015 for on-site students at CCC and in the fall 2015 for on-site students in Vernon.
2. Distribute questionnaire to determine user preference for weekend hours on Saturday or Sunday.
3. Monitor usage statistics on Sunday in Vernon and at Century City Center.

**Objective #6:** Increase student awareness of library resources and services through effective promotional strategies.

**Actions:**

1. Request that a brief video orientation to library services be shown during New Student Orientation as a means to notify online students of library resources and services.
2. Invite online instructors to post links to library information within their Blackboard course shells. Provide links to the video orientation, Library Handbook, and online flyer.
3. Coordinate with VC's Instructional Design and Technology Coordinator in posting library information as a general announcement within Blackboard.
4. Be more proactive in utilizing VC's social networking pages for promoting databases and eBooks. Develop and post video tutorials with instructions on how to access and use Learning Express Library and the Job & Career Accelerator. Also post information on how to access eBooks through the library catalog.
5. Consult with Melissa Moore, Early College Start Coordinator, for assistance in notifying dual credit instructors and students of library services.
6. In place of the information table at STC, utilize Collaborate in presenting live, online orientations as requested by STC instructors.

**Office of the President**

**Institutional Advancement**

**Objective #1:** Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the area of scholarship support and grantsmanship.

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.

7. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the “building” endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
8. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual 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.
9. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
10. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
11. Utilize consulting services in the preparation of major grant proposals as needed.
12. Replace the Xerox Phaser 7400DT printer which is more than 10 years old with a new Xerox Phaser 7500DT printer which is a more efficient, high capacity model in the Office of Institutional Advancement on the Vernon Campus.

**Objective #2 :** Enhance the visibility of Vernon College and the Vernon College Foundation to educate the residents of the 12 county service area about the values of their Community College and the economic impact it makes

**Actions:**

1. Utilize the Vernon College website and social media effectively by researching and implementing innovative strategies for interaction and promotion.
2. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommended policies and guidelines.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. Support community events through sponsorships to provide visibility for Vernon College.
6. As funds are available, take advantage of enhanced marketing/communication opportunities to support the College’s visibility.
7. Continue the annual President’s Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
8. Utilize the services of a professional photographer, on an as-needed basis, to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
9. Enhance social media marketing by using Facebook ads, online advertisements and Google adwords.
10. Utilize target marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
11. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.

12. Contact area newspapers about a monthly Vernon College President's column and work with the President to prepare and submit the columns.
13. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions. This will include, but not be limited to, posting on Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

### **President/Effectiveness**

**Objective #1:** The College will continue to emphasize student learning outcomes and consistently initiate effective assessment practices to demonstrate that it is fulfilling its mission.

**Actions:**

1. Monitor and ensure the instructional component of the College adequately meets to assess student learning outcomes
2. Monitor and ensure the Assessment Calendar is followed by all components of the College
3. Continue Student Success by the Numbers initiative

**Objective #2:** The College will continue to initiate multiple measures of student learning.

**Actions:**

1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of student learning
2. From the established Assessment Calendar, monitor and ensure measures of student learning

**Objective #3:** The College will continue to develop appropriate assessment data for course and programmatic decision making.

**Actions:**

1. Support and encourage innovative, creative and consistent assessment activities
2. President will insist that all program decisions are based on appropriate data
3. Monitor the Assessment Calendar for completion

**Objective #4:** The College will develop and implement multiple assessment measures to review and improve student support services.

**Actions:**

1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of assessment to ensure student learning

2. From the established Assessment Calendar, monitor and ensure assessment of student support services

**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, and Vernon Campus Enrollment)

**Actions:**

1. Revisit each task force to monitor and ensure implementation of and adequate resource allocation for approved recommendations from all task forces

**Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Provide leadership on the Professional Development Committee to ensure opportunities, as outlined in the Quality Enhancement Plan (VConnected) and the planning process of the second QEP, are made available to faculty and staff (may also include students, Board of Trustees, community members).

**Actions:**

1. Evaluate/Review the Professional Development Committee's program and make recommendations for inclusion of QEP Planning professional development and collaboration initiatives.

**Objective #2:** Facilitate communication and identify mentors as approved from the Feasibility Review Process conducted by the Technology Committee to the Professional Development Committee. Continue to enhance the use of mentors including mentor professional development.

**Actions:**

1. Conduct feasibility reviews of new technologies by potential mentors.
2. Communicate and identify mentors to the Professional Development Committee.
3. Organize and conduct training opportunities and technical support.
4. Provide and encourage the opportunity for participation in the National Institute for Staff and Organizational Development (NISOD).
5. Plan and promote participation in internal professional development opportunities through the program outlined by the Professional Development Committee.

**Student Services**

**Objective #1: Emphasize and increase the importance of the educational endeavors of Vernon College rodeo team members and baseball players thus increasing completion and graduation.**

**Actions:**

1. Review all athletic team early alert rates for the 14-15 academic year and set a reduction goal (number of early alerts expected per team per season)

2. Emphasize the importance of the student role in the term 'student athlete' by increasing study hall time, development of a peer mentoring system with sophomores and freshman, increased use of the Vernon College tutoring center, academic coaching sessions with the Vernon Student Success Coach.

**Objective #2: Help students recognize their accomplishment of becoming TSI clear and make a more seamless transition from Student Services/Counselor advising to using the Vernon College CSA centers.**

**Actions:**

1. The Vernon College Counseling Office will send a letter at the end of each semester to each student who has successfully completed their TSI clear status. This letter will highlight their accomplishment in becoming TSI clear as well as encourage and explain the use of the CSA centers in future semesters.

**Objective #3: Increase retention, persistence, and completion rates with the addition of more direct student support staff in Student Services.**

**Actions:**

1. Obtain budgeting for 2 additional Student Success Coaches.
2. Hire 2 Success Coaches – 1 in Vernon and 1 in Wichita Falls.

**Objective #4: Increase student engagement in the college community prior to the beginning of classes as engagement continues to be shown to increase a student's rate of completion and persistence.**

**Actions:**

1. Obtain budgeting for 2 additional Student Success Coaches.
2. Hire 2 Success Coaches – 1 in Vernon and 1 in Wichita Falls.
3. Create a budget line for Chap Express Orientation for handouts, binders, snacks, and drinks (Giveaways will be provided by the Integrated Marketing budgeting line)

**Objective #5: Increase hours of services offered at the Vernon College Testing Centers.**

**Actions:**

1. Obtain funding for an additional testing clerk at the Century City location.
2. Hire a testing clerk at the Century City location

**Objective #6 : Provide online New Student Orientation for eligible students**

**Actions:**

1. Outline students who are eligible to complete orientation online
2. Develop an online orientation program using current materials and technology
3. Market and pilot online orientation

**Priority Initiative #3:**

**Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.**

**Instructional Services**

**Objective # 1:** Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the newly implemented THECB mandated core curriculum.

**Actions:**

1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives.
2. General Education Subcommittee of Academic Council to work with faculty to identify appropriate LEAP rubrics (in their original form or as modified) for use in the assessment of each THECB identified core objective.
3. Continue to refine process for random sampling of student artifacts with which to assess attainment of core objectives. Consideration to be given to establishing cohort groups which will allow for “value-added” comparisons over time.

**Objective #2:** Continue to refine processes for the incorporation and documentation of the six (6) THECB mandated and institutionally adopted core objectives in CTE programs.

**Actions:**

1. Review and revise curriculum maps as needed.
2. Provide opportunity for documentation on Program Review instrument.

**Office of the President**

**President/Effectiveness**

**Objective #1:** The College will ensure that the instructional component of the institution will focus on the development and implementation of general education outcomes.

**Actions:**

1. Monitor and ensure the development of general education outcomes

**Objective #2:** The College will emphasize multiple measures of assessment to validate the general education outcomes.

**Actions:**

1. Through direct contact with faculty and division chairs, monitor and ensure that the instructional component of the College implements multiple measures of assessment to validate the general education outcomes.



**Priority Initiative #4:**

**Develop an institutional Quality Enhancement Plan process for identifying key issues emerging from institutional assessment and focusing on learning outcomes and/or the environment supporting student learning and accomplishing the mission of Vernon College.**

**Admissions, Records and Financial Aid**

**Objective #1:** Improve financial aid advising services to both prospective and enrolled students

**Actions:**

1. Participate in New Student Orientation (NSO)
2. Outreach to financial aid applicants with personalized letter from VC President
3. Provide Financial Aid outreach presentations to high school students/parents, counselors, and community members
4. Review CCSSE 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. Focus group improvement of financial aid services
7. Explore creation of Financial Aid Webinar

**Instructional Services**

**Objective #1:** Continue to implement active & collaborative learning and service strategies throughout the instructional component.

**Actions:**

1. Provide appropriate professional development workshops aimed at improving instructional & service strategies as related to active and collaborative learning and student success.

**Objective #2:** Select and prepare pilot projects for implementation within Instructional Services relative to and within the scope of the identified focus of the institutionally selected Quality Enhancement Plan.

**Actions:**

1. Provide QEP committee with proposals for learner centered initiatives which should enhance student success.
2. Participate in committee meetings and selection process.

**Office of the President**

**President/Effectiveness**

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

**Actions:**

1. Monitor QEP Planning Committee actions and recommendations

2. Ensure adequate leadership support for the development of a QEP that meets the requirements of CR 2.12 and CS 3.3.2
3. Ensure adequate resource allocation decisions through budget process

### **Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Facilitate communication regarding Quality Enhancement Plans for the institution and outside entities (such as SACSCOC).

**Actions:**

1. Present/provide information to students through mass emails, meetings with student leadership organizations, and TV monitors located on all campuses.
2. Present/provide information to faculty and staff through weekly emails, as part of the annual planning process, and at the Spring Semester Kickoff.
3. Provide information to faculty and staff regarding the initiation of a new QEP including timeline and new or updated processes via the President's Monthly Update, email, and professional development weeks/days.

**Objective #2:** Chair Quality Enhancement Plan Planning Committee

**Actions:**

1. Implement planning process for a second QEP. This includes topic proposals, reviewing proposed topics, providing discussion/input for proposed topics, selection of topic, and present to college leadership for consideration.

**Objective #3:** Ensure Compliance with SACSCOC

**Actions:**

1. Implement a process for developing a QEP that meets the requirements of CR 2.12 & CS 3.3.2.
2. Produce QEP Annual Progress Report.

### **Student Services**

**Objective #1:** Fully participate in the QEP planning process at Vernon College.

**Actions:**

1. Attend all QEP Meetings.
2. Encourage student services staff through regularly scheduled Student Services meetings to participate in the QEP Process.

**Priority Initiative #5:**

**Support opportunities for professional development for all Vernon College employees through appropriate funding.**

**Administrative Services**

**Objective #1 :** Send Bookstore managers to the Southwest College Bookstore Association Meeting in Fort Worth, TX

**Actions:**

1. Include sufficient funds in the annual budget to allow managers to attend the Southwest College Bookstore Association meeting.
2. Attend educational sessions and meetings.

**Objective #2 :** Attend Campus Market Expo (CAMEX) – Kim Bateman

**Actions:**

1. Include sufficient funds in the annual budget to allow director to attend Campus Market Expo.
2. Attend educational sessions and meetings.
3. Attend buying show to purchase general merchandise for the upcoming year.

**Objective #3 :** Send book store employees to Dallas Pen Show

**Actions:**

1. Include sufficient funds in the annual budget to allow employees to attend Dallas Pen Show.

**Objective #4: POISE User Group Training**

**Actions:** Enroll 4 staff members in conference and make travel arrangements

**Admissions, Records and Financial Aid**

**Objective #1 :** Achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid

**Actions:**

1. Attend called THECB conferences, and other professional development opportunities

**Instructional Services**

**Objective #1 :** Enhance faculty and staff performance through appropriate internal & external professional development activities.

**Actions:**

1. Conduct internal professional development workshops which target the following:

- a. Specific instructional strategies relative to active & collaborative learning and student engagement.
  - b. Classroom technology including Bb 9.1.
  - 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 SIR II/eSIR II results.
  - e. Development of course specific signature assignments to be used in the assessment of core objectives (general education outcomes).
  - f. Use of rubrics to assess core objectives (general education outcomes) as well as CTE program outcomes.
  - g. Specific instructional strategies relative to developmental learners.
  - h. Use of course–embedded assessments for the assessment of program level outcomes.
2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIL, TCCIA, NTCCC, TAMU Assessment conference, 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 on-line opportunities for participation by faculty and staff in both external and internal professional development activities/trainings.

### Office of the President

#### Human Resources

**Objective #1:** Continually research and develop training for faculty/staff through HR area.

**Actions:**

1. Review any required trainings for faculty/staff.
2. Research economical sources for training.
3. Purchase/order/develop training.
4. Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.

**Objective #2 :** Participate in professional development appropriate to enhance knowledge and skills in job related responsibilities.`

**Actions:**

1. Participate in any benefits training and other online training offered to enhance knowledge of our current benefit offerings.
2. Participate in annual TACCHRP conference, currently servings as President of the association.
3. Participate in any other relevant professional development, including webinars as appropriate.

## Institutional Advancement

**Objective #1:** Provide professional development opportunities for Institutional Advancement staff to learn, develop, and implement new and enhanced strategies and techniques to support the College.

**Actions:**

1. Continued membership and participation in the Council for Resource Development Federal Funding Task Force and the annual conference, NCMPR regional and annual conferences, TACCM and TACRAO and other leadership opportunities within these organizations.
2. Continued participation in relevant conferences focusing on Development/Fundraising, Grantsmanship, Alumni Relations, Marketing Recruiting, and Advancement Services.
3. Participate in at least one comprehensive grant writing conference annually.
4. Participate in online webinars relevant to Advancement positions.

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

**Actions:**

1. Research grant opportunities such as the National Endowment for the Humanities Summer Institutes for College and University Teachers.
2. During the Federal Funding Task Force in Washington, D.C. meet with Federal Agency personnel to discuss and learn about professional development opportunities that are available for the coming year. This helps keep the College's name in "front" of agency personnel.
3. Through the College email system and the Dean 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.

## President/Effectiveness

**Objective #1:** The College will allocate resources to ensure that faculty, students and staff acquire, discover and apply knowledge.

**Actions:**

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

**Objective #2:** The College will support and make available professional development opportunities for administrators, faculty and staff.

**Actions:**

1. Ensure resource allocation for administrators, faculty and staff through budget process

**Objective #3:** The College will publically acknowledge administrators, faculty, staff and students who are recognized for acquiring, discovering and applying knowledge.

**Actions:**

1. Recognition through institutional service awards
2. Ensure recognition through news articles of those participating in professional development

**Objective #4:** Participate in professional development opportunities to enhance knowledge and skills in job related responsibilities.

**Actions:**

1. Participate in SACS COC preconference and conference (Houston, TX)
2. Participate in SACS COC Summer Institute (Grapevine, TX)
3. Participate in TAIR preconference and conference (San Antonio, TX)
4. POISE training/conference
5. Serve as THECB Liaison and Small College Group Representative
6. Participate as a SACS COC evaluator if selected

**Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Ensure Compliance with SACSCOC

**Actions:**

1. Participate in SACSCOC pre-conference workshops and SACSCOC 2014 Annual Meeting.
2. Participate in the 2016 Institute on Quality Enhancement and Accreditation (Grapevine, TX). Include members of the QEP Planning Committee and/or faculty members as appropriate. Estimate 3 total attendees.

**Priority Initiative #6:**

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

**Administrative Services**

**Objective #1 :** Update 2015-2016 Facilities Master Plan for all locations

**Actions:**

1. Meet with Facilities Planning committees for all locations to review prior plan and make changes for the upcoming years.
2. Present recommendations to Administrative Team
3. Update and distribute Master Plan

**Objective #2** Complete all approved projects by 08-31-16 - Vernon

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

**Objective #3** Complete all approved projects by 08-31-16 – Wichita Falls

**Actions:** 1. Quarterly reviews by Dean of Administrative Services and Director of Physical Plant to make sure we're on target to complete projects

**Objective #4** Complete renovation of Century City Center parking lot

**Actions:** 1. Phase I will consist of total renovation of the west and north parking lots. This should be completed in the Summer of 2015.  
2. Phase II will consist of the total renovation of the east parking lot. Target date will be Summer 2016.

**Objective #5** Continue to explore options for possible relocation of Skills Training Center

**Actions:** 1. Explore any and all options (purchase, lease, build) that are presented as a possibility.  
2. Explore financing options associated with acquiring new facility.

**Objective #6** Replace maintenance van – Wichita Falls

**Actions:** Search for suitable used van through local dealers and on-line. Trade old van in if they will give anything for it.

**Objective #7** Replace one 7 passenger van – Vernon

**Actions:** Search for suitable replacement van or small car. Re-purpose old van to other College use.

## Admissions, Records and Financial Aid

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

**Actions:**

1. Cross training personnel as needed proportionate with enrollment shifts and/or increases
2. Review allocation of personnel as needed for services at campus and centers

**Objective #2 :** Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.3

**Actions:**

1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office
2. Monitor FAFSA applicant volume and total dollars awarded for adjustments or additions to staffing for Financial Aid Office

## Instructional Services

**Objective #1:** Review organizational structure of Instructional Services divisions, departments and programs

**Actions:**

1. Review administrative structure of Instructional Services including positions and associated job descriptions/duties and responsibilities and propose potential changes to the administrative team and President.
2. Review organizational structure of instructional service departments including:
  - a) Continuing Education Department
  - b) Proactive Assistance for Student Success (PASS) Department
  - c) Library Services Department
  - d) Distance Education
3. Review organizational structure of Instructional Divisions and Programs including current administrative, administrative support, and faculty positions in the following areas:
  - a) Division of Communications
  - b) Division of Mathematics & Science
  - c) Division of Social & Behavioral Sciences
  - d) Division of Information & Technology
  - e) Allied Health Division
    - i. Associate Degree Nursing Department
    - ii. Licensed Vocational Nursing Department
    - iii. Emergency Medical Services Program



- iv. Pharmacy Technician Program
- v. Surgical Technology Program
- vi. Health Information Management Program
- f) Cosmetology Department

**Objective #2:** Meet the student demand for courses and programs through the hiring of additional full-time and adjunct faculty.

**Actions:**

1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty.
  - a. Mathematics (including developmental)
  - b. Associate Degree Nursing (institutionalize grant positions)
  - c. Fine Arts (Music/Art)
  - d. Police Academy/Criminal Justice
  - e. CNA Director (institutionalize ½ position currently assigned to City View ISD)
2. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).
3. Maintain a 65%:35% full-time to part-time faculty load ratio within disciplines/programs.

**Objective #3:** Provide additional secretarial support (1/2 time position) for the Continuing Education department.

**Actions:**

1. Review the growth of CE and course offerings and determine if additional clerical support is warranted

**Objective #4:** Provide additional clinical support for ADN, LVN, and EMS programs in the form of a shared Clinical Coordinator position.

**Actions:**

1. Review current roles and responsibilities of program administrators and faculty to determine if additional support is warranted and cost effective.

**Objective #5:** Ensure long-term stability of programs currently housed at the Skills Training Center (STC).

**Actions:**

1. Participate in discussions of alternative facilities.
2. Communicate program space & equipment needs to the President.
3. Review potential inclusion of Cosmetology and Culinary Arts programs in potential new facility.

**Objective # 6:** Provide additional classroom space at CCC for current and future needs.

**Actions:**

1. Review need, feasibility, and costs associated with the potential remodeling existing theater space at CCC for large multi-purpose classroom.
2. Review need, feasibility, and costs associated with the potential remodeling of CCC718 for classroom utilization.

**Office of the President**

**Human Resources**

**Objective # 1:** Post, advertise and recruit appropriate qualified faculty/staff for vacant positions for the college.

**Actions:**

1. Provide position requests to administration as positions become vacant.
2. Acquire appropriate approval signatures on the position requests when received.
3. Post positions online and advertise as needed.
4. Screen applications for required qualifications.
5. Once the search committee has made their interview choices, set up and make arrangements for interviews; facilitate interviews.
6. Complete paperwork and get President's approval for chosen candidate.
7. Notify all candidates of decision.
8. Notify the Board of Trustees of selection.
9. New Employee paperwork/orientation.

**Objective # 2:** Develop an efficient online Onboarding for new employees.

**Actions:**

1. Research efficient and affordable sources of online forms.
2. Work with RunBiz to improve HR webpage to offer online forms and trainings.
3. Once program is acquired, develop needed online forms for new employees.

**Institutional Advancement**

**Objective #1:** Respond to College funding needs through various fundraising methods.

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.

3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.
8. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to “move up” to the next society as well as encourage other donors and prospects to increase their giving so that they can be “inducted” into a lifetime giving society.
9. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the “building” endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
10. Continue to build support for the Vernon College Foundation Annual Auction.
11. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of the 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.
12. Participate in the TACCF Annual Conference.
13. Attend and participate in the annual National Council for Marketing and Public Relations (NCMPR) Conference to network with marketing and webmaster colleagues and learn about the most up-to-date techniques and strategies to benefit Vernon College.
14. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.
15. Work with the President, the Dean of Instructional Services, and the Associate Dean for Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
16. 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.
17. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
18. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.

19. Add a staff position **Alumni Relations Specialist** to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.

### **President/Effectiveness**

**Objective #1:** The College will emphasize assessment activities and planning information from all components of the College to identify fiscal, physical, human and technological resources to accommodate current and future needs.

**Actions:**

1. Monitor and ensure that the Assessment Calendar and planning processes are followed.

**Objective #2:** The College will annually receive input from internal and external constituents to identify resource needs for the future.

**Actions:**

1. Provide formal and informal opportunities for input
2. Utilize community focus and advisory groups

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

**Actions:**

1. Monitor and ensure that the planning process drives the budget process and is completed within appropriate timelines

**Objective #4:** The College will provide appropriate technological resources to monitor compliance of standards and submission of SACS COC Fifth Year Interim Referral Report.

**Actions:**

1. Maintain Compliance Assist software license

**Objective #5:** The College will continue to initiate processes for review of technology feasibility reports.

**Actions:**

1. Will initiate a review process and review QEP pilot projects/feasibility reports on an annual basis

## Quality Enhancement – Division of Institutional Effectiveness

**Objective #1:** Integrate and maintain innovative technologies, including hardware and software, as piloted through the Feasibility Review of the Technology Committee.

**Actions:**

1. Implement the Technology Request Process as determined and approved by the Technology Committee.
2. Technology Committee determines/recommends feasibility of technology from pilot reports and forwards to the leadership of the college as appropriate.
3. Using approved feasibility studies and Technology Committee recommendations, the Director of Quality Enhancement and the Instructional Design and Technology Coordinator will assess the Quality Enhancement Resource Inventory (QERI) to determine necessary upgrades, utilization, and the addition of new resources.
4. Provide training opportunities and technical support through the pilot mentor program and the online VC Innovation Center in Blackboard.
5. Administer satisfaction survey during the academic year.

## Student Services

**Objective #1 : Provide needed security coverage at all Vernon College sites**

**Actions:**

1. Identify total amount of dollars spent on security guards the last three years.
2. Using the numbers above in #1, project a total amount needed for the 2015-2016 year
3. Fund a security guard budget line with the dollars needed

**Objective # 2: Provide current state of the art athletic facilities for all Vernon College athletic teams**

**Actions:**

1. Softball Coach will develop a written, prioritized list of all needed renovations and any needed new features to be submitted to the Vernon College facilities plan
2. Softball Coach will submit this written, prioritized list to the Dean of Student Services/Athletic Director

**Objective # 3: Provide current state of the art athletic facilities for all Vernon College athletic teams**

**Actions:**

1. Volleyball Coach will develop a written, prioritized list of all needed additions to the King Gymnasium locker rooms and meeting rooms to be submitted to the Vernon College facilities plan
2. Volleyball Coach will submit this written, prioritized list to the Dean of Student Services/Athletic Director

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

**Admissions, Records and Financial Aid**

**Objective #1 :** Maintain and enhance technology infrastructure of the Admissions and Records Office

**Actions:**

1. Monitor IT "Replacement List" for desktop computers for Admissions and Records staff of 12
2. Purchase 2 replacement printers for Admissions and records staff of 12
3. Monitor age of Scanners for replacement due to usage

**Objective #2:** Maintain and enhance technology infrastructure of the Financial Aid Office

**Actions:**

1. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 9
2. Purchase 2 replacement printers for Financial Aid staff of 9
3. Monitor age of Scanners for replacement due to usage
4. Monitor Department of Education technology requirements for electronic processing

**Instructional Services**

**Objective # 1:** Improve effectiveness and reliability of ITV classrooms.

**Actions:**

1. Investigate alternative equipment and/or technologies to Tandberg ITV systems including
  - a) CISCO systems
  - b) LYNC tool currently available in Microsoft Office 365
  - c) Blackboard Collaborate

**Objective # 2:** Fully implement utilization of Course Management Module available in POISE.

**Actions:**

1. Collaborate with Admissions & Records personnel to provide training opportunities for Instructional Services personnel.
2. Develop class schedules/course offerings for Summer Fall and spring terms utilizing Course Management Module.
3. Convert CE Department from use of *Schedware* to the use of Course Management module for the purpose of class schedule development.

**Objective # 3:** Investigate various alternatives to current LMS system *Blackboard Learn v9.1*

**Actions:**

1. Review available alternatives, including
  - a) Canvas
  - b) Moodle
2. Compare and contrast features, compatibility, and costs.
3. Implement recommendations of the Technology Committee.

**Objective # 4:** Provide additional Hi-fidelity mannequins for use in Allied Health programs (ADN, LVN, EMS).

**Actions:**

1. Survey current resources, prioritize needs, and develop cost estimates.
2. Investigate opportunities for grant/external funding.
3. Provide recommendation for budget inclusion.

**Office of the President**

**Institutional Advancement**

**Objective #1:** Utilize existing software tools to support College, student, and alumni needs. Research new social media, on-line giving, email marketing and text messaging strategies as needed to benefit Vernon College students and the College as a whole as an aide to recruitment and retention. Continue enhancements to the website and social media as the primary “information source” for the College.

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser’s Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
3. 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.
4. 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.
5. Assist faculty and staff with the preparation and submission of proposals to public and private funding agencies. Private funders will be researched through the Metasoft funding search software. Public funders will be researched through various search engines such as grants.gov.
6. Assist students with the completion of their STARS applications.

7. 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.
8. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College's website.
9. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.
10. Add a staff position Alumni Relations Specialist to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.
11. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to assist in daily social media functions. This will include, but not be limited to, posting on Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

## Information Technology

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

**Actions:**

1. Purchase 140 faculty PCs, 100 Lab use PCs
2. Roll out 10 faculty and staff PCs per month and replace 1 to 2 labs per month.

**Objective #2:** Software selection for Campus Management system to assess the viability of the current campus management system and compare to other competitive products as well as current needs of the college.

**Actions:**

1. Form software selection committee and assess need

**Objective #3:** Explore opportunities to better current ITV solutions/experience

**Actions:**

1. Engage respective vendors and explore options for Video conferencing (ITV)



**Objective #4: Office 365 for faculty/students**

**Actions:**

1. Migrate email from current Exchange Server to Office 365 for faculty
2. Implement new student email platform

**Objective #5: Lync Enterprise Voice**

**Actions:**

1. Research and evaluate the benefits of a unified communication system
2. Form action committee and access need

**Objective #6: Internet Bandwidth Upgrade**

**Actions:**

1. Receive approval for initiative
2. Work with ISP account Rep to process the bandwidth upgrade

**President/Effectiveness**

**Objective #1:** The College will utilize assessment data and planning information from all components of the institution to develop an Annual Technology Action Plan.

**Actions:**

1. Monitor and ensure that Assessment and Planning calendars are followed
2. Ensure production of Annual Technology Action Plan
3. Review IT Management Annual Report

**Objective #2:** The College will utilize assessment data and planning information from all components of the institution to develop a three to five year technology plan. The plan will include infrastructure needs as well as a well-defined PC replenishment plan.

**Actions:**

1. Require each component of the College to submit a three to five year plan

**Objective #3:** The College will support the technology infrastructure through appropriate resources allocation decisions.

**Actions:**

1. Ensure development of a Technology Plan
2. Monitor and ensure budget development

3. Continue utilization of third party IT vendor to ensure successful IT infrastructure and operations
4. Review IT Management Annual Report

**Objective #4:** Maintain and enhance technology infrastructure of the President's Office

**Actions:**

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

**Quality Enhancement – Division of Institutional Effectiveness**

**Objective #1:** Oversee the continued implementation of integration and oversight of the availability of technology tools, as originally outlined in the Quality Enhancement Plan (VConnected), through the Quality Enhancement Resource Inventory (QERI).

**Actions:**

1. Chair Technology Committee.
2. Review and update the charge of the Technology Committee as needed.
3. Implement a Technology Request Process to ensure communication across departments, appropriate timeline for project completion, and availability of training and support.
4. Provide technical and operational support at Board of Trustees meetings.

**Priority Initiative #8:**

**Develop processes for fundraising and alumni to better support the College's needs through more external funding and the building of a strong alumni base.**

**Office of the President**

**Institutional Advancement**

**Objective #1 :** Respond to College funding needs through various fundraising methods.

**Actions:**

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
6. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
7. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.
8. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to "move up" to the next society as well as encourage other donors and prospects to increase their giving so that they can be "inducted" into a lifetime giving society.
9. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the "building" endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
10. Continue to build support for the Vernon College Foundation Annual Auction.
11. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of the 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.

12. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.
13. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
14. 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.
15. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.

**Objective # 2:** Continue to develop an active Ex-Students Association that will increase alumni awareness about the College and the Foundation, participation in events, and philanthropic support.

**Actions:**

1. Create a culture of ownership among alumni/ex-students in support of Vernon College.
2. Research old student files in POISE, microfilm, other archival and public records to add the relevant information to the Raiser's Edge (RE) database using Prospect Research best practice methodologies.
3. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.
4. Utilize social networking media and other technological tools to maintain contact with identified alumni and as a recruiting vehicle for the Vernon College Ex-Students Association.
5. Using segmentation through the RE database, develop and implement affinity group annual events such as the Rodeo Alumni Event, athletic team events, and program specific alumni events.
6. Research different Distinguished Alumni Recognition Programs and develop and implement a plan for a program best suited to Vernon College's Ex-Students Association.
7. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
8. Continue an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Mail Chimp.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations and proposed Alumni Relations Specialist to attend alumni training programs.
10. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.
11. Add a staff position **Alumni Relations Specialist** to: research and build an extensive, comprehensive alumni database in Raiser's Edge (RE); researching the microfilm files in admission to enter alumni from 1972-1986; cultivate alumni by extensive contact through social media, email, and personal visits; assist in the creation of an active alumni board; create events for programs, groups, and sports teams

that do not currently have an alumni event; act as a career center for alumni. Resume builder, knowledge of available jobs, host mixers where alumni can visit with current or soon to be graduates to network about jobs that might be available particularly for CTE programs; make class presentations to program and academic graduates. This will get them involved and familiar with the Ex-Students Association; be involved in activities during the week to raise awareness of the Association; start a Linked In presence.

12. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2016 and on-going.**

**Objective # 3:** Enhance the visibility of Vernon College and the Vernon College Foundation to educate the residents of the 12 county service area about the values of their Community College and the economic impact it makes

**Actions:**

1. Utilize the Vernon College website and social media effectively by research 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 recommend use 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. Use the Wichita County Advisory Committee and Foundation members as strong advocates for the College.
5. Support those community events through sponsorships the provide visibility for Vernon College.
6. As funds are available take advantage of enhanced marketing/communication opportunities to support the College's visibility.
7. Continue the annual President's Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
8. Utilize the services of a professional photographer, on an as-needed basis, to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
9. Enhance social media marketing by using Facebook ads, online advertisements and Google adwords.
10. Utilize target marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
11. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administration.
12. Contact area newspapers about a monthly Vernon College President's column.
13. Add a staff position **Advancement Specialist Assistant – Marketing/Recruiting** to: assist in daily social media functions. Post on Vernon College Facebook, Twitter, website blog, etc. and help keep up with the most up-to-date social media activities; send out student and Faculty/Staff information via student and employee email; process prospective student information collected by the Advancement Services – Recruiter into POISE; make calls to prospective students and answer questions from prospective students regarding educational opportunities at Vernon College; mail out requested Vernon College information to prospective students and community members; gather prospective student information from the service area and outlying area high schools; assist in scheduling, organizing and leading tours; serve as a constant available resource via email, telephone or social media.

**Objective # 4:** Continue to increase scholarship availability for Vernon College students.

**Actions:**

1. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation current scholarships, including dual credit scholarships, and new scholarship opportunities.
2. Increase Alumni awareness of the need for scholarship funds through the Ex-Student E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific groups in 2015-2016.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with STARS information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Continue the “Vernon College/Vernon College Foundation Scholarship Office” within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students. Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra, Throckmorton, and WFISD College Connections Scholarship Programs.
8. 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.
9. Work with the Early College Start Coordinator and the Advancement Specialist - Recruiting to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.
11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete. In January and February review student application progress on a weekly basis. With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
13. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool. Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with donors of building scholarships to achieve funding resolution.

15. Work with donors whose endowed scholarships reside in the College endowment to transfer those to the Foundation endowment to maximize earning potential.
16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for “orphan” scholarship funds in the College endowment pool.

### **President/Effectiveness**

**Objective #1:** The College will support process review and recommendations for change of fundraising activities to enhance external funding.

**Actions:**

1. Direct review of fund raising activities

**Objective #2:** The College will support efforts to strengthen alumni relations.

**Actions:**

1. Support alumni newsletter and meetings
2. Encourage participation of alumni through personal contact

**Objective #3:** The College will ensure focus on external fund raising through support of personnel, processes, and technology.

**Actions:**

1. Ensure appropriate software updates
2. Review external fund raising processes

**Priority Initiative #9:**

**Ensure institutional accountability through effective strategic planning and assessment processes.**

**Admissions, Records and Financial Aid**

**Objective #1 :** Use SENSE and CCSSE data to increase survey driven scores for Admissions and Records Office

**Actions:**

1. Review CCSSE and SENSE data to identify high performing schools in Admissions. Review those high performing schools processes, policies, procedures, practices, and programs
2. Continued improvement to the registration process
3. Review CCSSE and SENSE data to identify high performing schools in Records and Registration areas. Review those high performing schools processes, policies, procedures, practices, and programs
4. Analyze outsourcing of transcript request and processing services (Credentials Solutions) for service improvement and accessibility
5. Analyze use of "Live Forms" software for use in Admissions and records Office for service improvement

**Objective #2 :** Compliance with SACS COC Comprehensive Standard 3.4 All Educational Programs 3.4.3

**Actions:**

1. Review Admissions Policies annually with VC Admissions Committee for consistency with the College mission

**Objective #3 :** Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.2

**Actions:**

1. Monitor student record access allowed through the College's software system and compliance with FERPA

**Objective #4 :** Use SENSE and CCSSE data to increase survey driven scores for Financial Aid

**Actions:**

1. Review CCSSE and SENSE data to identify high performing schools in Financial Aid areas. Review those high performing schools processes, policies, procedures, practices, and programs

**Objective #5 :** Compliance with SACS COC Section 4: Federal Requirements 4.7

**Actions:**

1. Attend annual DOE conference and other professional development opportunities



## Instructional Services

**Objective # 1:** Continue to refine processes and methods for assessing the core objectives (general education outcomes) associated with the newly implemented THECB mandated core curriculum.

**Actions:**

1. Continue with the development and/or refinement of signature assignments in all core courses which can serve as valid student artifacts for the assessment of associated core objectives.
2. General Education Subcommittee of Academic Council to work with faculty to identify appropriate LEAP rubrics (in their original form or as modified) for use in the assessment of each THECB identified core objective.
3. Continue to refine process for random sampling of student artifacts with which to assess attainment of core objectives. Consideration to be given to establishing cohort groups which will allow for “value-added” comparisons over time.

**Objective #2 :** Continue to enhance Program & Discipline Evaluation instruments and Institutional Effectiveness plans

**Actions:**

1. Review Program & Discipline Evaluation instruments and Institutional Effectiveness plans and revise as needed.

**Objective #3:** Continue to review and revise CTE program level outcomes and assess the extent to which these outcomes are achieved.

**Actions:**

1. Report results on an annual basis to Advisory Committees
2. Incorporate the documentation of results within the Program Evaluation Instrument

## Office of the President

### Human Resources

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

**Actions:**

1. Employee Handbook Committee will review for policies that need to be updated or amended on an annual basis through committee meetings and follow up.
2. Policies will be researched.
3. Update/amend policies.
4. Seek appropriate approvals.
5. Employee Handbook updated online.
6. Employee Notifications sent out via email.

## Institutional Advancement

**Objective #1 :** Review and update as necessary recruiting, communications, marketing and Institutional Advancement policies and procedures

**Actions:**

1. Conduct an annual review of recruiting, communications, marketing and 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.

## President/Effectiveness

**Objective #1:** The College will annually review mission documents with the Board of Trustees, administration, faculty and staff to ensure the organization's commitments are clearly defined.

**Actions:**

1. To annually review mission documents in meetings

**Objective #2:** The College will update and adhere to KPIA benchmarks, an assessment activity calendar, planning calendar and budget cycle to ensure institutional accountability

**Actions:**

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

**Objective #3:** The College will continually scan the local, regional, state and national trends and environments to realistically prepare for a future shaped by societal and economic trends.

**Actions:**

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

**Objective #4:** The College will develop, organize and publicize assessment data and strategic planning information to ensure institutional accountability

**Actions:**

1. Distribute institutional accountability report
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

**Objective #5:** The College will complete an institutional self-study to ensure ongoing SACS COC compliance in preparation for the SACSCOC 10 year report

**Actions:**

1. Review SACS COC compliance criteria and update policies, practices, processes and procedures as necessary
2. Utilize software technology to increase efficiency of completion and submission of SACS COC reports

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

**Actions:**

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

**Objective #7:** The College will register for membership of the American Association of Community College Volunteer Framework of Accountability (VFA).

**Actions:**

1. Participate in data entry for the VFA
2. Participate in VFA related conference and webinars

**Quality Enhancement – Division of Institutional Effectiveness**

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

**Actions:**

1. Administer the Survey of Entering Student Engagement (SENSE). Analyze the SENSE data and information to prepare and present results and findings.
2. Distribute the results and findings from the Survey of Entering Student Engagement (SENSE), CCSSE (Community College Survey of Student Engagement), and CCFSSSE (Community College Faculty Survey of Student Engagement) to faculty and staff through email, professional development meetings, and Blackboard.
3. Distribute the results and findings from the SENSE, CCSSE, and CCFSSSE to students through email, student organization or focus group meetings, and campus TV monitors.
4. Distribute the results and findings from other assessments; such as QERI Survey, Technology Committee Feasibility Reviews, and Professional Development; as needed.

**Student Services**

**Objective #1 :** Confirm division wide participation and review of assessment processes and expand strategic planning through review of these materials

**Actions:**

1. Maintain a Student Services record of all assessments used to monitor student services
2. Send a yearly summary of the assessments for student services to all Student Services staff and ask for feedback

**Objective #2: Obtain student feedback in areas of Student Services that have direct student contact.**

**Actions:**

1. Create simple, valid, anonymous surveys relating strictly to coaching staff for each athletic team.
2. Have each team member complete a survey.
3. Review each survey with coaching staff.