



**2021-2022
Annual Action Plan
Summary**

**Regular Board Meeting
Wednesday, April 14, 2021**

Approved by the College Effectiveness Committee, March 26, 2021
Officially reviewed and adopted by the Board of Trustees, April 14, 2021

Vernon College Annual Action Plan 2021-2022

Summary by Priority Initiative

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

Administrative Services

Business Office

Objective #1: Review payment plan options

Actions:

1. Review current plan to make sure it meets the needs of the majority of students

Objective #2: Reduce number of students with outstanding balances

Actions:

1. Call students with remaining balances after payment deadline.
2. Send email or letter to students who were not available by phone.

Instructional Services

V.P. and Dean of Instructional Services

Objective #1: Actively engage Instructional Services in the development, promotion, and implementation and/or support of recruiting initiatives identified/targeted by the Integrated Marketing/Recruiting Committee.

Actions:

1. Continue to support and expand recruiting activities targeting nontraditional students in gender-biased programs.
2. Continue to expand program specific recruiting to targeted populations.

Student Success Advisors

Objective #2: Increase retention rate through proactive interventions.

Actions:

1. Coordinate with Student Success to support the Student Success Pathways/Advising initiatives.

Office of the President

Athletics

Objective #1: Continue to increase coaching staff's utilization of high school sport programs for recruiting purposes.

Actions:

1. Mandatory use of Recruit Contact Form to generate an LOI.
2. Encouragement of utilization of online recruitment form.

Objective #2: Offer sport specific camps to identify potential student-athlete recruits.

Actions:

1. Explore possibility of dorm usage for overnight camps.
2. Utilization of all social media and print materials to advertise for camps.
3. Development of camp schedule to address sport specific skills.

Institutional Advancement

Objective #1: Increase Scholarship Availability for Vernon College Students

Actions:

1. Identify opportunities for additional funding for new and existing scholarships from the public and private sector.
2. Continue to use Blackbaud Award (formerly AcademicWorks) on-line scholarship application, which is a more robust, and mature software. Continue the best practice that scholarship applicants are admitted to the College and receive their VC ID# and email address, which is essential to the Blackbaud Award Application process.
3. Publicize, with the assistance of the Coordinator of Marketing and Community Relations, the availability of scholarships using the website homepage and College media, including social media, outlets.
4. Continue the "Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications, including scholarships offered by outside entities that are open to Vernon college students.
5. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Burkburnett ISD, Crowell ISD, Electra ISD, Henrietta ISD, Holliday ISD, Iowa Park CISD, Quanah ISD, WFISD and Windthorst ISD College Connections Scholarship Programs working with the Early College Start Coordinator, the Financial Aid Office and the Business Office and continue to develop a streamlined award process.
6. Submit the annual Catching the Future Scholarship Grant to the Vernon College Foundation at their January meeting; seeking grant increases when possible.
7. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students. Continue outreach to Home School Students so that they can also apply for Catching the Future Scholarships.

8. Work with the Early College Start Coordinator, College Access Coordinator, and the Admissions Office to distribute information about the Vernon College/Vernon College Foundation Scholarship Program to area high school counselors and Home School Networks.
9. Make presentations about the college's online application process as requested.
10. Work with the donors of building scholarships to achieve funding resolution.
11. Publish the annual Scholarship Award Book that is presented at the Annual Scholarship Banquet, sent to donors who are unable to attend the event, and used in scholarship solicitations.
12. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, new scholarships, overall college, and/or college departmental needs. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Private/Public Funding Opportunities Search software as well as other available grant research tools, research potential foundations, corporations, and state and federal programs to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Where appropriate, prepare and submit grants for funding needs such as scholarship support. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.

Marketing and Community Relations

Objective #1: Creating Awareness of Vernon College and the education offered to recruit more students

Actions:

1. Through a comprehensive online marketing strategy, the college will have visibility to traditional students, the influential parents of traditional students and the non-traditional student population. Ads and Posts for Vernon College will run on YouTube, and Facebook.
2. TV ad campaign to run during fall/spring registration (March-August and October-January).
3. Working with Coordinator of Recruiting to be at community events and have a presence in the high school both on and off their campus.
4. Promotion of events such as; Preview Day on the Vernon Campus and at the Century City Center to draw more high school seniors to Vernon College.
5. Promotion of community events such as; Zavala Street Festival, Road to College and Reading is Power Program.
6. Working with Director of Institutional Advancement to promote scholarships available through Vernon College which will make college more affordable to students who meet the criteria.

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

Actions:

1. Ensure the Integrated Marketing/Recruiting Committee continues to carry out the recommendations of the Task Force.

2. Consistently monitor the Integrated Marketing/Recruiting Plan to ensure participation and action of responsible parties and/or departments and report to the President in January and July on completion of actions directed by the plan via the committee mid-year and end-of-year reports.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Continuously review current policies, procedures, processes, practices, timelines, and functions and make suggested additions, deletions, and changes to ensure optimum use of marketing strategies and a cohesive visual identity for Vernon College.
5. Work with the Director of College Effectiveness to annually review the State of Texas education plan goals and results for participation and success.
6. Review and make recommendations for Vernon College retention plans and results.
7. Make recommendations to the President and the Administrative Council.
8. Assist the College Access Coordinator and Early College Start Coordinator with marketing needs and on-site events as requested.
9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook, review and approve all marketing materials for all college programs and recruiting efforts.
10. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented; to ensure cohesiveness; develop and share best practices for the site; and recommended policies and guidelines.
11. Review existing marketing policies, processes and procedures and develop new policies, processes and procedures as needed.
12. With the Admissions Department, develop and implement a strategic plan for recruiting minority and non-traditional students.
13. Continue participation in community-wide events such as, but not limited to: Café con Leche, Zavalia, Coalition for Hispanic Education; Vernon College on-site recruiting and marketing events, The Kemp Home and Garden Show, MLK Breakfast, African-American Coalition annual education banquet, Zavala annual banquet, River Bend Nature Center ElectriCritters, etc.
14. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
15. Develop, as needed, new strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

President/Effectiveness

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

Actions:

1. Monitor KPIA benchmark data
2. Monitor and ensure implementation of and adequate resource allocation for approved recommendations from the Integrated Marketing/Recruiting Committee Plan
3. Promote and ensure identification, recruitment and follow-up of students with 30 or more semester credit hours not currently enrolled
4. Promote and ensure development and implementation of the Student Success Pathway (SSP)

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

Actions:

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

Student Information System/Special Projects

Objective #1: Formalize workflow processes for new SIS for recruitment

Actions:

1. Apply the results of the completed departmental workflows into the new SIS systems.
2. Reevaluate submitted workflows in regards to process improvement and employee efficiency and update as needed

Objective #2: Formalize workflow processes for new SIS for retention

Actions:

1. Apply the results of the completed departmental workflows into the new SIS systems.
2. Reevaluate submitted workflows in regards to process improvement and employee efficiency and update as needed

Student Services

Admissions and Records

Objective #1: Provide seamless access to Admissions services for applicants

Actions:

1. Revise and enhance the electronic communication plan for applicants
2. Monitor KPIA benchmark data
3. Campaign to notify applicants who are clear to register but have not done so already
4. Modification of AdmitMe VC (Pre-Admission) session
5. Evaluate the work flow and use of Soft Doc forms as an effective tool for Admissions services

Objective #2: Improve student retention and success annually

Actions:

1. Send progress reports to notify students of their academic status at semester end
2. Monitor KPIA benchmark data
3. Assist Office of Financial Aid with "Get Your PELL on" email campaign

Early College Start

Objective #1: Provide assistance and support for recruiting on the Century City and Skills Training Center locations while the recruitment position is empty.

Actions:

1. Provide Century City and Skills Training Center tours as requested by Admissions and Recruiting.
2. Provide assistance and support during any visits from groups of potential students at Century City and Skills Training Center.

Financial Aid

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

Actions:

1. Council financial aid recipients who are reducing their course load or withdrawing regarding their financial aid consequences.
2. Contact students who receive "Early Alert" notices regarding attendance and explain financial aid consequences.
3. Campaign to notify students who are registered but not complete in Financial Aid Office.
4. Campaign to encourage students who have been awarded financial aid but are not registered in classes.
5. Participate in "Financial Aid Awareness" activities during the fall, spring and summer semesters.
6. Provide financial aid outreach presentations to high school students/parents, counselors, and community members throughout the Vernon College service area.
7. Provide FaceBook campaigns to notify students of the availability of financial aid and application procedures.
8. Get Your Pell On email campaign.

Objective #2: Proportionally with credit enrollment increases, increase total financial aid awarded annually.

Actions:

1. Monitor KPIA financial aid benchmark data.
2. Throughout the award year, monitor the number of awarded aid applicants, and the processing times.
3. Send second notice letter to all students who have not responded to their financial aid status letters.
4. Implement electronic forms to improve services for students and streamline the application process.
5. Periodic meetings with financial aid staff to discuss methods to streamline and simplify the financial aid application process as much as feasible and reduce internal processing time per Institutional Student Information Record (ISIR).

Recruiting

Objective #1: Develop and implement an enrollment management plan

Actions:

1. Attain outreach and recruitment goals
2. Build stronger relationships with area ISDs, agencies, churches, and organizations
3. Monitor KPIA benchmark data
4. Identify early intervention opportunities to ensure college readiness
5. Further develop prospect lists for follow-up and more personalized recruitment
6. Work with VC program directors and coordinators to assist in recruiting prospects for specific Career/Technical Education (CTE) programs
7. Assist both Traditional and Non-traditional students with transitioning into the Vernon College environment

Objective #2: Enhance and revise in depth communication plan to prospective students to encourage enrollment

Actions:

1. Revision of communication plan for prospective students leading to application and enrollment
2. Explore alternative and best practices to communicate with prospective students outside of normal business hours

Student Success

Objective #1: Ensure programs/interventions reach and provide prospective students with the support they need to successfully enroll with the ultimate goal of retention and completion.

Actions:

1. Continue to collaborate with Enrollment Management/Recruiting to produce/update automated New Student Checklist to assist new students in onboarding process.
2. Redesign and implement a career centered New Student Orientation aimed at retention and completion.
3. Utilize the Peer Mentor Program to assist new students in onboarding process and provide first semester guidance aimed at retention and completion.
4. Review the Texas Success Initiative interdepartmental processes to maximize efficiency and effectiveness with the student experience at the forefront.

Priority Initiative #2:

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

Administrative Services

Physical Plant

Objective #1: Renovate and update student resident halls

Actions:

1. Form committee of staff and students to discuss needs and wants.
2. Develop schedule for accomplishing the renovations.
3. Post RFP for qualified contractors and lock in the cost.
4. Award contract for construction.
5. Oversee renovation work.

Instructional Services

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

Objective #1: Participate in the Student Success Pathways institution wide initiative.

Actions:

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

Distance Education & Learning Technologies

Objective #2: Evaluate the quality/rigor of online courses for student success.

Actions:

1. Provide professional development opportunities for improvement of quality and rigor for online courses.
2. Continue to review Student Evaluation of Instruction results and work with faculty to assess the quality of online courses using the institutionally adopted Rubric for Online Instruction (ROI).

Division Chairs over Developmental Education

Objective #3: Continue to monitor and evaluate success of redesigned developmental education plan.

Actions:

1. Continue to monitor and review processes for student placement in developmental education courses.
2. Continue to review student success in developmental education and subsequent college level courses.

3. Continue to review and monitor curriculum and modalities.

Office of the President

Athletics

Objective #1: Continue to support and provide recommendations for advising of curriculum towards the needs of desired degree pursuits.

Actions:

1. Work cooperatively with Student Advising and Academic leadership on course and time offerings.
2. Promote face-to-face course offerings.

Institutional Advancement

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

Actions:

1. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, new scholarships, overall college, and/or college departmental needs. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Private/Public Funding Opportunities Search software as well as other available grant research tools, research potential foundations, corporations, and state and federal programs to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Where appropriate, prepare and submit grants for funding needs such as scholarship support. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.
2. Continue to raise \$275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
5. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Serve as the Grant Manager for college grant programs as assigned.

Marketing and Community Relations

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

Actions:

1. Work with the Director of Institutional Advancement to promote the implementation of online giving through the Vernon College website.
2. Market scholarship creation opportunities to community members and business.

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

Actions:

1. Utilize the Vernon College website and social media effectively by researching and implementing innovative strategies for interaction and promotion.
2. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommended policies and guidelines.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Enhanced marketing/communication opportunities through sponsorships to provide visibility for Vernon College support community events such as but not limited to Zavala, MLK Breakfast, River Bend Nature Center Electricritters, area stock shows, Vernon Summer's Last Blast, Santa Rosa Round-up, Wichita Falls Adult Literacy Annual Spelling Bee, Hispanic Education Summit, ad in area cultural programs, etc.
5. Annual President's Report to all constituencies as well as all media outlets in the 12 county service area and other selected areas.
6. Use photographs taken at events and around college facilities to enhance the website and other marketing materials to better showcase Vernon College to its constituencies and current and potential students.
7. Enhance social media marketing by using Facebook ads, online advertisements, Google adwords, Twitter as well as other social media outlets.
8. Continue to incorporate the recommendations of the Integrated Marketing/Recruiting Plan as approved by the College Administrative Team.
9. Continue to work with Crane West as the college's marketing firm.

President/Effectiveness

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

Actions:

1. Monitor and ensure the instructional component of the College adequately meets to assess student learning outcomes
2. Monitor and ensure the Assessment/Report Calendar is followed by all components of the College
3. Promote and ensure implementation of the Student Success Pathway (SSP)
4. Promote and ensure development and implementation of recommendations from the Texas Guided Pathways, SB 25, 60X30TX Task Force.

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

Actions:

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

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

Actions:

1. Support and encourage innovative, creative and consistent assessment activities
2. President will insist that all program decisions are based on appropriate data
3. Monitor the Assessment/Report Calendar for completion
4. Utilize SIS to make data more easily accessible.

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

Actions:

1. Through direct contact with staff, monitor and ensure that the student support services components of the College implement multiple measures of assessment
2. From the established Assessment/Report Calendar, monitor and ensure assessment of student support services
3. Monitor and ensure development and utilization of Institutional Effectiveness (IE) Plans

Objective #5: The College will continue monitoring and implementation of approved task force recommendations (Community Involvement, Employee Friendly, Facilities, Integrated Marketing and Recruiting, Academic Advising, Student Success Class, Retention/Completion, Vernon Campus Enrollment, ERP/SIS, Student Success Pathway, Campus Carry, Website Improvement, and Texas Guided Pathways, SB 25, 60X30TX)

Actions:

1. Revisit recommendations from each task force

Objective #6: The College will identify, evaluate, and publish goals and outcomes for student achievement appropriate to the Vernon College mission, the nature of students it serves, and the kinds of programs offered.

Actions:

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

Student Information Systems/Special Projects

Objective #1: To provide the support needed to improve student learning

Actions:

1. Determine the needs of the college divisions and student services in order to construct predictive analysis module in the new SIS system upgrades.
2. Develop and test the predictive analysis model in the new SIS system upgrades

Student Services

Admissions and Records

Objective #1: Ensure automatic awarding of degrees/certificates

Actions:

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

Objective #2: Increase student retention and subsequent completion (graduate) success annually

Actions:

1. Assign a general catalog year to each student to be used for the degree audit program and enable degree shopping for all new students each semester. (The degree audit will show the student a clear outlined path to completion of their declared degree or certificate.)
2. Update the Degree Audit module each spring/summer with the degrees and certificates offered in current VC General Catalog
3. Increase awareness and use of Degree Audit as a pathway to completion by students and staff
4. Monitor and ensure training for students/faculty/staff for degree audit processes.

Early College Start

Objective #1: Provide dual credit students with scaffolded information and directions in smaller subcategories immediately prior to need rather than all at one time months prior to actual utilization. This will provide more digestible information that will be utilized in a timely manner and better retained.

Actions:

1. Identify small sets of specific instructions needed by dual credit students – for example: how to access and use CANVAS.
2. Utilize Prezi (virtual presentation software) to create interactive online directions for dual credit students for each set of needed directions.
3. Identify dates when specific instructions should be emailed to each dual credit student thus creating a standardized calendar of emails.

Financial Aid

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

Actions:

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

Housing

Objective #1: Provide needed safety, security, and general information to students who are living in Vernon College Housing.

Actions:

1. Create online Vernon College Housing Orientation.
2. Email link to potential housing students as they complete the Housing Application process.
3. Track completions.

Student Services, Dean

Objective #1: Maintain a clear and updated website for use by all stakeholders.

Actions:

1. Create an inventory of and review all portions of the Vernon College website applicable to Student Services
2. Create an inventory of and review all portions of the Vernon College website applicable to SACS COC standards: CS 3.2.12 fundraising activities, CS 3.3.1.3 academic and student success services, CR 2.10 and CS 3.4.9 student support services, CS 3.13.3 and FR 4.5 grievances, CS 3.11.2 healthy and secure environment

Student Success

Objective #1: Continue to refine student success programming intended to provide intensive guidance to identified students for purposes of retention and completion.

Actions:

1. Identify at-risk populations and assign benchmarks to accurately plan individualized support (e.g., probation, more than one developmental, first generation, early alert).
2. Create communication plans using common language aimed at providing students with a purposeful experience.

Testing

Objective #1: Assist students in choosing a major, career field, or program of study.

Actions:

1. Determine which test will be offered by surveying interest inventories and aptitude testing.
2. Email all new to Vernon College students who are not currently in a specific workforce program.
3. Provide testing and test result interpretation to Vernon College students.

Veterans Affairs/Career Services

Objective #1: Provide Vernon College Veterans Affairs (VA) students with easily accessible and easily understood information about their VA benefits.

Actions:

1. Utilize Prezi (virtual presentation software) to create presentations for each type of VA benefits.
2. Utilize Prezi to create a Vernon College VA introductory email to each new Vernon College VA student.

Priority Initiative #3:

Ensure the assessment for continuous improvement of general education, program, and student learning outcomes.

Instructional Services

Instructional Assessment

Objective #1: Continue to increase emphasis and utility of End of Semester Course Reviews (ESCR) and Program/Discipline Evaluation.

Actions:

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

Objective #2: Continue to increase emphasis and utility of the Program/Discipline Evaluation.

Actions:

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

Objective #3: Monitor and ensure comprehensive communication regarding instructional assessment measures within the institution and with outside stakeholders (including SACSCOC and the THECB)

Actions:

1. Sharing of results from year-end core curriculum results, ESCR reports, course evaluation reports, and Program/Discipline reports with faculty and staff at semester kick-off events, the College Effectiveness Committee, Student Success Data Committee, and Academic Council. Number/percentage of completed ESCRs and program review.

Office of the President

Athletics

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

Actions:

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

President/Effectiveness

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

Actions:

1. Monitor and ensure general education outcomes, program, and student learning outcomes.

Objective #2: The College will emphasize multiple measures of assessment to validate the general education outcomes, program, and student learning outcomes.

Actions:

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

Student Information Systems/Special Services

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

Actions:

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

Priority Initiative #4:

Implement the SACSCOC approved Quality Enhancement Plan that focuses on Success through Inquiry.

Instructional Services

Quality Enhancement

Objective #1: Implement active & collaborative learning and support service strategies of the approved Quality Enhancement Plan which focuses on student learning through the use of Inquiry Based Learning strategies.

Actions:

1. Assist the Director of Quality Enhancement, and QEP Implementation Committee in the promotion and integration of the Success through Inquiry Quality Enhancement Plan.
2. Assist in providing relevant orientation and educational activities to all Vernon College personnel relative to Inquiry Based Learning.
3. Provide appropriate professional development workshops aimed at improving instructional & service strategies as related to active and collaborative learning and student success.

Library

Objective #1: Support the QEP and IBL by improving student access to informational resources and services.

Actions:

1. Post the new homepage design to the web. The design is complete, and the library will coordinate with RunBiz in developing and posting the new homepage. The new layout and design will improve access by making it easier and more convenient to navigate and locate databases and other library resources. The new homepage will also be more visually appealing with a new photo design and organization of content.
2. Complete the Library Solutions software upgrade. Library staff have completed training in the new software applications. The library server has been updated with sufficient RAM to support the upgrade. The library will now coordinate with The Library Corporation in scheduling a time to complete the upgrade and to transition to the new system. The upgrade will include a new library catalog. The new catalog will improve access to library materials by featuring a more intuitive interface for locating resources in all formats. The new interface will particularly improve access to electronic books by reducing the number of steps involved in locating and downloading the books.
3. Explore feasibility of utilizing the Side Car Learning software for developing database search tutorials. Utilize the trial period for evaluating the software. Side Car Learning provides a guided search within a live, online environment. The guided search is facilitated by two separate windows. The window on the right of the screen contains the database in a live online environment, while the left side window includes instructions for searching the website or database to the right. The real time assistance provides a more convenient and engaging means for delivering library instruction.

Office of the President

Athletics

Objective #1 : Utilization of Student Success Specialist in our Kinesiology courses

Actions:

1. Utilize within Kinesiology courses the Student Success Team members.
2. Coaches will include Student Success Team once per academic year into a team meeting.

Institutional Advancement

Objective #1 : Provide tangential support to the Quality Enhancement Plan

Actions:

1. Identify opportunities for additional funding for new and existing scholarships from the public and private sector.
2. Publicize, with the assistance of the Coordinator of Marketing and Community Relations, the availability of scholarships using the website homepage and College media, including social media, outlets.
3. Continue the "Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications, including scholarships offered by outside entities that are open to Vernon college students.
4. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, new scholarships, overall college, and/or college departmental needs. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Private/Public Funding Opportunities Search software as well as other available grant research tools, research potential foundations, corporations, and state and federal programs to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Where appropriate, prepare and submit grants for funding needs such as scholarship support. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.

Marketing and Community Relations

Objective #1: Provide support role in the promotion phase of the Quality Enhancement Plan which will focus on improving student learning through the use of Inquiry Based Learning strategies.

Actions:

1. Assist the Director of Quality Enhancement and the QEP Planning Committee and QEP Development Task Force in the promotion of the selected QEP topic (Inquiry Based Learning).

President/Effectiveness

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

Actions:

1. Monitor QEP Implementation Committee actions and recommendations
2. Ensure adequate leadership support for the development of a QEP that meets the requirements of R 7.2
3. Ensure adequate resource allocation decisions through budget process

Student Information Systems/Special Services

Objective #1: Ensure the SIS integrates the institutional Quality Enhancement Plan within the system framework

Actions:

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

Student Services**Admissions and Records**

Objective #1 : Participation and Promotion of Quality Enhancement Plan

Actions:

1. Participate in all Quality Enhancement Plan activities
2. Assist with delivery of the communication plan for QEP for faculty/staff/students

Financial Aid

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

Actions:

1. Participate in New Student Orientation (NSO), Admit Me VC, and automated New Student Checklist.
2. Outreach to financial aid applicants with personalized letter from the VC President.
3. Outreach to admission applicants with a personalized letter from the Director of Financial Aid.
4. Provide financial aid outreach presentations to high school students/parents, counselors, and community members.
5. Review CCSSE or SENSE scores and results with staff and discuss ideas for improvement of financial aid advising and services.
6. Explore additional texting of students in order to improve communications.
7. Explore FaceBook Live.
8. Get Your Pell On email campaign.

Student Services

Objective #1: Promote the process of Inquiry Based Learning to students.

Actions:

1. Encourage students during our regular conversations as they negotiate Inquiry Based Learning in the classroom.

2. Provide links to the Vernon College QEP and Inquiry Based Learning through Student Services websites.

Student Success

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

Actions:

1. Be a resource to the Director of Quality Enhancement for student support service needs as they relate to Inquiry Based Learning and student success.
2. Explore ways to support student success in Inquiry Based Learning through Academic Coaching

Priority Initiative #5:

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

Administrative Services

Business Office

Objective #1 : ERP/SIS User Group Training

Actions:

1. Include sufficient funding in the budget to cover travel and conference fees.
2. Enroll 2 staff members in conferences and make travel arrangements.
3. Attendees will glean as much knowledge as possible and make invaluable contacts with other users.
4. Attendees will share everything they've learned with all effected VC users when they return.

Objective #2 : BUSINESS OFFICE - POISE User Group Conference

Actions:

1. Include sufficient funding in the budget to cover travel and conference fees.
2. Enroll SBA in conference and make travel arrangements

Instructional Services

Professional Development and Distance Education and Learning Technologies

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

Actions:

1. Provide internal professional development workshops which target the following:
 - a. Classroom technology including advanced applications of the *Canvas* LMS.
 - b. Training in Student Success Pathways Advising
 - c. Online course development and instructional strategies for online learners including utilization of the institutionally adopted Rubric for Online Instruction (ROI) to assess quality of online courses.
 - d. Opportunities for improvement as identified by course evaluations, End of Semester Course Review (ESCR) instrument, and faculty/staff evaluations.
 - e. Success through Inquiry Quality Enhancement Plan
2. Target external professional development opportunities provided by TCCTA, TACTE, TCCIA, NTCCC, LEAP Texas, etc.
3. Effectively utilize Perkins funding to provide CTE specific professional development as recommended by Division Chairs and Directors.
4. More effectively use VC personnel (faculty and staff) to provide in-house professional development training.
5. Expand the availability of on-line professional development opportunities.

Office of the President

Athletics

Objective #1: Continue budgetary support that each sports coaching staff attend a minimum of one professional seminar/conference either face-to-face or virtually

Actions:

1. Use existing budgetary dollars and time allowance away from office/coaching responsibilities.

Human Resources

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

Actions:

1. Keep abreast of required trainings according to state and federal regulations for employees.
2. Research new trainings available through our current program – SafeColleges.
3. Purchase/order/develop additional training as needed.
4. Implement training through SafeColleges online program, New Employee Orientation, Professional Development and/or bi-annual Staff Development.

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

Actions:

1. Attend TACCA and TACCHRP conferences.
2. Attend annual GPUG conference.
3. Participate in online trainings related to ERP system.
4. Participate in any benefits trainings and other online related training offered to enhance knowledge of current benefit offerings.
5. Participate in any other related professional development, including webinars as appropriate.

Institutional Advancement

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

Actions:

1. Continue membership and participation in the Council for Advancement and Support of Education (CASE) Federal Funding Task Force and the annual Grants Conference; Texas Association of Community College Foundations (TACCF); the National Scholarship Providers Association (NSPA); National Grants Management Association (NGMA) and the Association of Advancement Services Professionals (ASP).

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

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

Actions:

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

Marketing and Community Relations

Objective #1: Provide professional development opportunities for the Coordinator of Marketing and Community Relations to learn, develop, and implement new and enhanced strategies and techniques to support the College.

Actions:

1. Attend the Carnegie Dartlet Marketing Innovation Conference to learn the specifics of using all current media and platforms to target prospective community college students.
2. Attend Digital Summit Annual Conference to learn the most update information about all social media platforms and reaching target demographic.
3. Continue participation in relevant conferences focusing on Marketing.
4. Tour community colleges in Texas who have increased their enrollment and learn their best practices.

President/Effectiveness

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

Actions:

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

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

Actions:

1. Ensure resource allocation for administrators, faculty and staff through budget process
2. Continue in-house Leadership Academy to develop potential/future leaders in Higher Education.
3. Continue to promote and support development of in-house professional development opportunities.

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

Actions:

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

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

Actions:

1. Participate in SACSCOC preconference and conference (Dallas, TX)
2. Participate in SACSCOC Summer Institute (QEP Representatives)
3. Participate in TAIR preconference and conference (Virtual)
4. Serve as THECB Liaison and Small College Group Representative
5. Participate as a SACSCOC evaluator

Student Information Systems/Special Services

Objective #1 : Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions by scheduling training on the SIS providers in aid of proactive and intrusive advising

Actions:

1. Continue to research extended features of SIS systems
2. Implement extended features of the new SIS systems for all departments of the college that will benefit
3. Offer continued departmental and institutional training to employees (Target goal of four trainings per academic year.)

Objective #2 : Acquire the necessary training in order to Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions

Actions:

1. Research beneficial SIS training for SIS Director
2. Attend SIS Annual Conferences or provide annual in-house, vendor-facilitated training

Student Services

Admissions and Records

Objective #1: Comply with all Federal and State regulations (Family Education Rights and Privacy Act (FERPA), meningitis, residency, etc.) towards the admission and registration of students

Actions:

1. Attend Federal/State conferences and other professional development opportunities

Campus Security

Objective #1: Provide emergency training and protocols for all Vernon College employees.

Actions:

1. Review Emergency Preparedness Checklist and edit as needed.
2. Provide the revised Emergency Preparedness Checklist to the Dean of Student Services, Dean of Instructional Services, Vice Presidents and President for review and input.
3. Publish Emergency Preparedness Checklist and provide to all employees via email and placement in pre-existing locations at each location.

Financial Aid

Objective #1 : Strive to achieve 100% compliance with all Federal and State regulations in the delivery of student financial aid.

Actions:

1. Attend federal and/or state conferences, and other professional development opportunities.

Recruiting

Objective #1 : Comply with all Federal/State regulations in the recruitment of students

Actions:

1. Attend Federal/State conferences and other professional development opportunities

Student Success

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

Actions:

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

Priority Initiative #6:

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

Administrative Services

Business Office

Objective #1: Purchase and install a budgeting software to help with budgeting college wide

Actions:

1. Research available software and gather information
2. Purchase budgeting tool and install software
3. Train staff and implement use of software

Physical Plant

Objective #1: Update 2021-2022 Facilities Priority Rating for all locations

Actions:

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

Objective #2: Complete all approved projects by 08-31-2021 - Vernon

Actions:

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

Objective #3: Complete all approved projects by 08-31-2022 – Wichita Falls

Actions:

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

Instructional Services

VP of Instructional Services and Dean of Instructional Services

Objective #1: Meet student demand for courses and programs through the hiring of additional full-time/adjunct faculty and staff.

Actions:

1. Review course enrollments and faculty load and listing and prioritize need for additional full-time faculty.
 - Computer and Information Sciences Instructor (9 month)

- Economics/Government Instructor (9 month)
 - LVN Faculty for Night program (12 month)
 - ARTS Instructor (design/painting/history and Art Appreciation) (9 month)
 - Convert one ADN instructor from 9 month to 12 month
2. Review and prioritize need for:
 - ADA Testing Coordinator
 - Increase Congregate meals staff pay by \$0.75/hour.
Recruit qualified adjuncts (adjunct course load limited to 9 load hours per long semester).
 3. Maintain a minimum full-time to part-time faculty load ratio of 65%:35% within disciplines/programs.

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

Actions:

1. Review the potential demand and costs associated with the following potential programs:
 - a. Medical Lab Technician
 - b. Radiology Technician
 - c. Mechanical maintenance/millwright
 - d. Construction
 - e. RN Bridge Programs (Paramedic → RN)
 - f. Cybersecurity
 - g. Truck Driving
 - h. Massage Therapy
 - i. Farrier Science
 - j. Homeland Security

Office of the President

Athletics

Objective #1 : Purchase of new scoreboard for baseball field

Actions:

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

Human Resources

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

Actions:

1. Follow Vernon College employment policy/process for posting/advertising vacant positions, screening applicants, interviewing, obtaining approvals, and onboarding new employees.
2. Continue to seek out new avenues for advertising and getting our employment needs to a larger applicant pool in a cost effective manner.
3. Explore avenues to publicize employment opportunities for qualified minority applicants.

Institutional Advancement

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

Actions:

1. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, new scholarships, overall college, and/or college departmental needs. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Private/Public Funding Opportunities Search software as well as other available grant research tools, research potential foundations, corporations, and state and federal programs to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Where appropriate, prepare and submit grants for funding needs such as scholarship support. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.
2. Continue to raise \$275,000 annually to support scholarships and other needs through fundraising programs and grantsmanship aimed at all constituencies.
3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Continue the annual on-line auction to raise funds for departmental grants.
5. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
6. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.

Marketing and Community Relations

Objective #1: Implementing and improving the Vernon College online College Catalog

Actions:

1. Renewal of SmartCatalog on the Vernon College website. **June 1, 2022**

President/Effectiveness

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

Actions: Monitor and ensure that the Assessment/Report Calendar and planning processes are followed.

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

Actions:

1. Provide formal and informal opportunities for input e.g. Vernon College Effectiveness Questionnaire (Survey Monkey)
2. Utilize community focus and advisory groups
3. Administer Board of Trustees Self-Reflection Questionnaire (Survey Monkey)

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

Actions:

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

Objective #4: The College will provide appropriate technological resources to monitor compliance of standards and submission of SACSCOC Compliance Certification Report.

Actions:

1. Maintain Compliance Assist software license
2. Explore strategic planning software options

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

Actions:

1. Will ensure a review process and review of technology projects/feasibility reports from Technology Committee on an annual basis

Student Information Systems/Special Projects

Objective #1 : Provide students, faculty, staff, and administration with the information they need to make data informed decision

Actions:

1. Training videos of new SIS features developed
2. Training Manual of new SIS features developed

Objective #2 : Provide timely data retrieval, analysis and report findings for use with informed decision making throughout the College

Actions:

1. Hire a **Classified II, Administrative Clerk- ERP/SIS Department** to function in a multitask environment to support Enterprise Resource Planning, Student Information Systems, Cybersecurity, and ADA Accessibility Compliance and assist in Enterprise Resource Planning, Student Information Systems, Cybersecurity, and ADA Accessibility Compliance website audits, edits and updates.

Student Services

Admissions and Records

Objective #1 : Compliance with SACSCOC Standards Section 12 including Academic and Student Support Services 12.5

Actions:

1. Monitor admission application volume and unduplicated enrollments for adjustments to staffing for Admissions and Records Office

Financial Aid

Objective #1 : Compliance with SACSCOC Standard Section 12 Academic and Student Support Services 12.2

Actions:

1. Monitor Free Application for Federal Student Aid (FAFSA) applicant volume and total dollars awarded for adjustments to staffing for the Financial Aid Office.

Housing

Objective #1: Provide recycling opportunities to on campus residents.

Actions:

1. Director of Housing will provide marked trash cans and bags to recycle cans at both Vernon College dorms.
2. Director of Housing will collect the recycling and take it to the recycle center twice a month.
3. Director of Housing will use funds collected from recycling to deposit into the Student Activities funds and provide more refreshments and snacks to Housing residents.

Student Success

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

Actions:

1. Continue to utilize technology to enhance access and the student experience (e.g., Calendly, Teams, Aviso, Etrieve, Comevo, AEFIS).
2. Use technology analytics, when possible, to identify and assess student need.

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

Administrative Services

Business Office/Information Technology

Objective #1: Replace phone system on Vernon campus

Actions:

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

Information Technology

Objective #1: Adhere to Best Practices IT Replenishment Strategy

Actions:

1. Update Replenishment List and submit to Deans for review and approval.
2. Purchase 85 faculty/staff computers & 88 lab use computers.
3. Rollout 10 faculty and staff computers per month and replace 1-2 Labs per holiday break.

Instructional Services

Instructional Assessment

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

Actions:

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

Other modules in conjunction with Student Services

Objective #2 : Develop, design, and implement and Instructional Assessment webpage linked from the Vernon College Homepage

Actions:

1. Coordinate design of webpage with Director of Marketing and RunBiz
2. Upload descriptions of process and practice, and result snapshots.

Office of the President

Athletics

Objective #1: Pursue the necessity of an Athletic Department specific marquee for West entrance to the campus.

Actions:

1. Obtain a minimum of three competitive bids for a modern, advanced LED marquee.
2. Obtain funding.
3. Purchase chosen marquee.
4. Install purchased marquee and initialize functionality.

Institutional Advancement

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

Actions:

1. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole is being utilized.

Marketing and Community Relations

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

Actions:

1. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
2. Utilize targeted marketing strategies such as press releases, letters, social media, recruiting emails and postcards to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.
3. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College’s website.

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

Actions:

1. Work with RunBiz Solutions on layout of new Pathways Section of the Vernon College website
2. Coordinate with Student Success Specialists to ensure the consistent Pathway messaging, in-person and online.
3. Create a intuitive website experience that walks students easily through Pathways

President/Effectiveness

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

Actions:

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

Objective #2: The College will utilize assessment data and planning information from all components of the institution to identify long term technology needs/projections.

Actions:

1. Require each component of the College to communicate with Run-Biz to coordinate technology needs into the Annual Action Plan for Technology.
2. Coordinate with Vice President of Administrative Services to monitor IT Replenishment Plan

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

Actions:

1. Ensure development of a Technology Plan through Annual Action Plans, Institutional Effectiveness Plans and the Technology Replenishment Schedule
2. Monitor and ensure budget development
3. Continue utilization of third party IT vender to ensure successful IT infrastructure and operations
4. Review IT Management Annual Report
5. Implementation of new SIS including all infrastructure requirements

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

Actions:

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

Student Information Systems/Special Projects

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

Actions:

1. Provide oversight of system integration and compatibility for all system integrations

Student Services

Admissions and Records

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

Actions:

1. Monitor use of SoftDocs software
2. Monitor ApplyTexas requirements

Financial Aid

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

Actions:

1. Replace, as determined by Run Biz, desktop computers for Financial Aid staff.
2. Purchase replacement printers, as needed, for Financial Aid staff.
3. Purchase replacement scanners, as needed, for the Financial Aid Department.
4. Monitor Department of Education technology requirements for electronic processing

Priority Initiative #8:

Sustain and intensify external fundraising to better support the College.

Instructional Services

Instructional Services

Objective #1: Continue to seek grant opportunities for Instructional Services Division

Actions:

1. Dean of Instructional Services continued pursuit and management of Perkins Grant and others as they pertain to Instructional Services
2. Pass Department continued pursuit and management of multiple grants
3. Nursing Department continued pursuit and management of multiple grants
4. Continuing Education pursuit and management of Skills Development Fund grants from TX Workforce Commission

Office of the President

Athletics

Objective #1: Remain open to new and other fundraising opportunities as researched.

Actions:

1. Continue to sustain existing fund raising efforts.
2. Initiate other means of fund raising to meet the wants of sport programs

Institutional Advancement

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

Actions:

1. Hire an Advancement Specialist -- Grant Developer to research, coordinate the preparation of, and write grants for the benefit of specific programs, new scholarships, overall college, and/or college departmental needs. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using Private/Public Funding Opportunities Search software as well as other available grant research tools, research potential foundations, corporations, and state and federal programs to determine viability for Vernon College support. Send information to the Vice President of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Where appropriate, prepare and submit grants for funding needs such as scholarship support. Participate in relevant conferences/training programs to enhance skills and knowledge and ensure that Vernon College is using best practices in grantsmanship. Knowledge of grant guidelines and federal regulations about grants.
2. Continue to raise \$275,000 annually to support scholarships and other needs through fundraising programs aimed at all constituencies.

3. Continue limited database segmentation for solicitation of various constituencies in order to increase philanthropic dollars raised beyond the original benchmark.
4. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Vice President of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
5. Work with the President, the Vice President of Instructional Services, and the Dean of Instructional Services to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
6. Serve as the Grant Manager for college grant programs as assigned.

Marketing and Community Relations

Objective #1: Explore opportunities to assist the Director of Institutional Advancement/Executive Director, Vernon College Foundation in Alumni cultivation.

Actions:

1. Promote the raising of \$250,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies.

President/Effectiveness

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

Actions:

1. Direct review of fund raising activities

Student Information Systems/Special Projects

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

Actions:

1. Integrate SIS and Razor's Edge
2. Integrate SIS and Academic Works

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

Instructional Services

Instructional Services

Objective #1: Utilize alumni as guest speakers in programs and disciplines

Actions:

1. Establish contacts with alumni speakers, potential mentors, and share career pathway information.
2. Contact alumni members of Phi Theta Kappa as potential speakers

Office of the President

Athletics

Objective #1: Increase Vernon College presence via social media and athletic website.

Actions:

1. Increase number of posts of with athletic competitions.
2. Increase number of posts of student-athlete campus activities.
3. Live Stream events.
4. Promote student-athletes community involvement via media outlets.

Institutional Advancement

Objective #1: Continue outreach to Alumni to increase awareness about the College and Foundation, encourage philanthropic support, and participation in College Events.

Actions:

1. Cultivate strong alumni that support Vernon College through various methods.
2. Track the number of alumni interactions with Vernon College Assessment Tools: Track the number of Alumni interactions and record increases as measured by social media analytics, the Vernon College Effectiveness Questionnaire Alumni Question and the RE NXT Data Health Center tool.
3. Continue alumni engagement through the annual holiday solicitation mailer, e-greetings for birthdays, social media contacts through the Alumni Facebook page, and other engagement strategies.
4. Recognize alumni through social media post to help strengthen alumni ties with Vernon College.

Marketing and Community Relations

Objective #1: Review and update as necessary communications, marketing policies and procedures.

Actions:

1. Conduct an annual review of recruiting, communications, marketing and Institutional Advancement task force recommendations.
2. Update any policies to reflect rules changes issued by accrediting agency and/or other governing rules and regulations.
3. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.

President/Effectiveness

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

Actions:

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

Objective #2: The College will ensure focus on external fund raising through support of personnel, processes, and technology.

Actions:

1. Ensure appropriate software updates
2. Review external fund raising processes
3. Ensure increased applications for grants

Student Information Systems/Special Projects

Objective #1 : Ensure integration of Razor's Edge into the SIS

Actions:

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

Student Services

Admissions and Records

Objective #1 : Continue to supply Office of Institutional Advancement with graduate lists

Actions:

1. Modification and revision of process to extract graduate lists

Priority Initiative #10:

Ensure institutional accountability through effective strategic planning and assessment processes.

Administrative Services

Business Office

Objective #1: Continue to obtain a clean audit following GASB rules

Actions:

1. Continue following GASB guidelines
2. Review and implement changes in processes as needed

Instructional Services

Instructional Assessment

Objective #1: Continue to refine processes and methods for assessing program level outcomes as well as the core objectives (general education outcomes) associated with the THECB approved core curriculum

Actions:

1. Selection and norming of institutional level rubrics designed for core assessment.
2. Continue to assist CTE program faculty in improving assessment measures of program level outcomes
3. Refine core assessment process.

Office of the President

Athletics

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

Actions:

1. Mandatory completion and submission of Annual NJCAA Compliance Exam
2. Continue with documentation of season accomplishments and expectation in end of season reviews.
3. Adherence to Athletic Policy and Procedure Manual of post-season requirement.

Human Resources

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

Actions:

1. Employee Handbook will be reviewed for needed updates/amendments on an annual basis through committee meetings and follow up.
2. Approvals of edited product by committee and Vernon College Board of Trustees.

3. Updated version of Employee Handbook made available online, through SafeColleges training and linked to Vernon College website and employees notified via email.

Institutional Advancement

Objective #1: Review and update as necessary Institutional Advancement policies and procedures

Actions:

1. Conduct an annual review of Institutional Advancement policies and procedures.
2. Update any policies to reflect rules changes issued by accrediting agency and/or other governing rules and regulations.
3. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented, to ensure cohesiveness, develop and share best practices for the site, and recommend use policies and guidelines.

Marketing and Community Relations

Objective #1 : Implement a clear marketing plan

Actions:

1. Meet with ad firm Crane West to discuss upcoming media blitz for enrollment in Fall (March- August) and Spring (November-January).
2. Consult with Integrated Marketing and Recruiting Committee on plan for upcoming year, on the message to promote through all areas of advertising.
3. Consult with recruiting and student success specialist to discuss current students' needs and trends and apply them to the marketing plan.

President/Effectiveness

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

Actions:

1. To annually review mission documents in meetings

Objective #2: The College will update and adhere to KPIA benchmarks, the Assessment/Report Calendar, Planning Calendar and budget cycle to ensure institutional accountability

Actions:

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

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

Actions:

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

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

Actions:

1. Publicize institutional accountability metrics
2. Distribute President's Annual Report
3. Conduct review and update of the strategic planning process and document
4. Update software technology to facilitate college wide planning, program review and assessment e.g. dashboards and data reports

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

Actions:

1. Review/ongoing SACSCOC compliance criteria and update policies, practices, processes and procedures as necessary
2. Utilize software technology to increase efficiency of completion and submission of SACSCOC reports
3. Continue preparation/development of 5th Year Report

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

Actions:

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

Objective #7: The College will review and utilize as appropriate available analytics and data from software and other sources.

Actions:

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

Student Information Systems/Special Projects

Objective #1 : Compliance with SACS COC Federal Requirements

Actions:

1. Attend Student Success Data Committee Meetings

Objective #2 : Assess the impact of SIS functions and stakeholder satisfaction

Actions:

1. Administer formative and interim surveys, personal interviews, and focus groups
2. Dashboards configured and accessible within SIS
3. Provide faculty and staff opportunities to review generated data

Student Services

Admissions and Records

Objective #1 : Compliance with SACSCOC Comprehensive Standard 3.4 All Educational Programs 3.4.3

Actions:

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

Objective #2 : Compliance with SACSCOC Comprehensive Standard 3.9 Student Affairs and Services 3.9.2

Actions:

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

Campus Security

Objective #1: Maintain an accurate and modern Crisis Management Plan.

Actions:

1. Review the Crisis Management Plan for changes and updates.
2. Provide the Crisis Management Plan to the Dean of Student Services, Dean of Instructional Services, Vice Presidents and President for review and input.
3. Provide the revised Crisis Management Plan to the Board of Trustees for Review and approval.

Financial Aid

Objective #1: Maintain Financial Aid Office Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) satisfaction rankings (agree or strongly agree) at or above the small colleges cohort.

Actions:

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

Objective #2 : Compliance with SACS COC Section 13: Financial and Physical Resources #6

Actions:

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

Student Success

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

Actions:

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

Testing

Objective #1: Evaluate customer satisfaction of the Vernon College Testing Center.

Actions:

1. Create a simple, quick survey for customers to complete.
2. Provide results to the Dean of Student Services to evaluate for scheduling or infrastructure improvement.

Reviewed and approved by College Effectiveness Committee on March 26, 2021

Reviewed and approved by Board of Trustees on April 14, 2021