

# **Vernon College**

**2021-2022**

## **Institutional Effectiveness Plans**

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**August 2021**

Approved by the College Effectiveness Committee on August 31, 2021

Approved by the Board of Trustees on September 8, 2021

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## **Administrative Services**

### **Department/Program: Business Office**

#### **Department/program purpose in support of the Vernon College Mission:**

The Business Offices provide support services for all educational programs and college-related activities including –

- Processing, calculating, billing and collecting student tuition and fees.
- Disbursing excess financial aid to students.
- Processing payroll and all other college expenditures.
- Providing budgetary and fiscal review and oversight.

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

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

#### **Assessments used to measure expected outcomes:**

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

Submitted by: Mindi Flynn, Vice President of Administrative Services

Date: August 23, 2021

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### **Department/Program: Information Technology**

#### **Department/program purpose in support of the Vernon College Mission:**

The IT Department is responsible for supporting and maintaining the network infrastructure, as well as providing technical support and consulting to faculty and staff.

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

1. To Support and maintain VC's network infrastructure, core applications, faculty/staff & students (PG # 1 & 2)
2. Implement Industry Best Practices and network security (PG # 2 & 3)
3. Provide faculty/staff & students with up-to-date technology & software (PG # 1 & 3)

**Assessments used to measure expected outcomes:**

1. Strategic Roadmap - (EO 2 & 3)
2. IT Management Support Metrics - Data to support Faculty/Staff user support requests: (EO 1)
  - Customer Surveys
  - Reactive Support Metrics Report
  - Support ticket summary report
3. IT Budget (EO 2 & 3)
4. Technical Alignment Reviews (EO 1 & 2)
5. IT Security Reports: Mimecast Report, Huntress Report, Ironscales (EO 2)

Submitted by: John McKee, vCIO

Date: August 30, 2021

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**Department/Program: Physical Plant**

**Department/program purpose in support of the Vernon College Mission:**

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

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

1. All Vernon College facilities, grounds and equipment will be maintained in a manner that will keep everything operational and visually appealing to promote a culture of learning for all students and employees. (PG 1, 2 and 4)
2. Future needs must also be anticipated and planned for. (PG 2)

**Assessments used to measure expected outcomes:**

1. All aspects of the physical plant are continuously monitored and evaluated by all College employees. Any issue with performance, functionality, safety, cleanliness or general appearance of any College property can be brought to the attention of the physical plant managers at any time by any College employee. (EO 1 and 2)
2. Future needs of the College are evaluated each spring during a meeting of the Facilities Planning Committee. A diverse group from all areas of the College meet and review the progress of any previously identified needs as well as to discuss other future needs. The

Vice President of Administrative Services and the Physical Plant managers review the plan at least quarterly to discuss ongoing projects. (EO 2)

3. To help ensure that we are providing facilities that meet the needs of the students, the College includes a question on the end of semester Student Instructional Report (SIR II) regarding the adequacy of College facilities. Results of those surveys are reviewed by the appropriate management.

Submitted by: Mindi Flynn, Vice President of Administrative Services

Date: August 23, 2021

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## **Instructional Services**

### **Continuing Education – Avocational/Public Service**

#### **Continuing Education – Avocational/Public Service purpose in support of the Vernon College Mission:**

The Avocational/Public Service component of the Continuing Education department supports the mission of the college by providing personal enrichment courses and activities.

#### **Continuing Education - Vocational expected outcomes in support of the accomplishment of the Vernon College Primary Goals:**

1. Enroll a minimum of 550 students in Kids College per academic year with satisfaction rates of 90% or better. (PG #3, #4, #5)
2. Enroll a minimum of 2900 students in avocational courses with satisfaction rates of 90% or better. (PG #3, #4, #5)
3. Enroll a minimum of 30 students for online avocational courses. (PG#3, #4, #5)

#### **Assessments used to measure expected outcomes:**

1. Enrollment data as reported on Continuing Education Annual Reports. (EO#1, #2)
2. Student course evaluations. (EO#1, #2)
3. Enrollment data as reported on Continuing Education Annual Reports. (EO#1, #2)

Submitted by: Nina Feldman, Director of Continuing Education

Date: August 12, 2021

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### **Continuing Education – Business & Industry**

#### **Continuing Education – Business & Industry purpose in support of the Vernon College Mission:**

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

**Continuing Education – Business & Industry expected outcomes in support of the accomplishment of the Vernon College Primary Goals:**

1. Achieve a minimum of 90% satisfaction ratings by employers. (PG #3, #4, #5)
2. Achieve a minimum of 90% satisfaction ratings by participants in contracted classes. (PG #3, #4, #5)
3. Offer a minimum of 375 contracted courses to be business and industry. (PG #3, #4, #5)
4. Offer a minimum of 25 online contract courses to business and industry. (PG #3, #4, #5)

**Assessments used to measure expected outcomes:**

1. Employer evaluation of training. (EO#1)
2. Student course evaluations. (EO #2)
3. Course data as reported on Continuing Education reports (EO #3)
4. Course data as reported on Continuing Education reports (EO #3)

Submitted by: Nina Feldman, Director of Continuing Education

Date: August 12, 2021

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**Continuing Education - Vocational**

**Continuing Education – Vocational purpose in support of the Vernon College Mission:**

The Vocational Component of the Continuing Education department supports the mission of the college by providing fast track, short-term, career and technical training which enables students to gain skills and certifications necessary to enter the workforce.

**Continuing Education - Vocational expected outcomes in support of the accomplishment of the Vernon College Primary Goals:**

1. Enroll a minimum of 1800 students per academic year in vocational programs with satisfaction rates of 90% or better. (PG #3, #4, #5)
2. Achieve a minimum average licensure pass rate of 85% in each program. (PG #3, #4)

**Assessments used to measure expected outcomes:**

1. Enrollment data as reported on Continuing Education Annual Reports. (EO#1)
2. Student course evaluations. (EO#1)
3. Licensure data as compiled by the Office of Institutional Effectiveness. (EO#2)

Submitted by: Nina Feldman, Director of Continuing Education

Date: August 12, 2021

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**Department/Program: Distance Education and Learning Technologies**

**Department/program purpose in support of the Vernon College Mission:**

The Office of Distance Education and Learning Technologies provides training, consultation, and support services to faculty, student support personnel and students in the areas of instructional design, teaching and learning strategies, distance education and learning technologies.

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

1. Ensure that adoption and use of Canvas by faculty will increase by 15%. (PG 3 and 4)
2. Provide ongoing faculty development focused on improving the quality of online courses with the goal that over 80% of faculty assessed will meet the standards set in the adopted Rubric for Online Instruction. (PG 3)
3. Provide training and support for students and faculty using all tools provided through the Office of Distance Education. (including Canvas, TechSmith/Yuja, Respondus products, Teams) (PG 1 and 2)

**Assessments used to measure expected outcomes:**

1. Enrollment data through Canvas analytics starting in Summer 2021. (EO 1 and 2)
2. Standards set in the adopted Rubric for Online Instruction. (EO 2)
3. Achieve at least an 85% satisfaction rate that will be taken from a Distance Education satisfaction survey administered after students or faculty receive help. (PG 1, 2 and 3)

Submitted by: Crystal Tate, Director of Distance Education and Learning Technologies

Date: August 20, 2021

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**Department/Program: Instructional Assessment**

**Department/Program purpose in support of the Vernon College Mission:**

Instructional Assessment promotes planning and assessment to ensure accountability and continuous improvement of instructional services.

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

1. Achieve a 33% response rate on the student course evaluation instrument (PG 1, 2, 4, 5).
2. Write, transfer, and implement a new and improved End of Semester Course Review (ESCR) instrument. The focus of the new instrument will be on attainment of learner outcomes and reflection on the attainment levels of those outcomes. The new instrument will be deployed in the AEFIS assessment platform. Faculty will complete an ESCR for each course section (PG 1, 2, 3, 4).
3. Write, transfer, and implement a revised version of the Program Review instrument. The new instrument will be deployed and assessed through AEFIS (PG 1, 2, 3, 4).
4. Continued compilation of data for assessment of the QEP, including the end of term review (IBLCR) and student artifacts generated through implementation (PG 1, 2, 3, 4).
5. Monitor and ensure comprehensive communication regarding instructional assessment measures within the institution and with outside stakeholders (including SACSCOC and the THECB) (PG 1, 2, 3, 4, 5).

**Assessments used to measure expected outcomes:**

1. Deployment of course evaluation instrument to 100% of courses taught (EO 1).
2. Number/percentage of course evaluations completed (EO 1).
3. Number/percentage of ESCRs completed by faculty (EO 2).
4. Number/percentage of program reviews completed (EO 3).
5. Number/percentage of faculty completing required assessments for QEP (EO 4).
6. Levels of attainment of outcomes as reported on the ESCR, program/discipline reviews, THECB Core Curriculum Report, and SACSCOC reporting (EO 2, 3, 4, 5, 6).
7. 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 reviews (EO 1, 2, 3, 4, 5).

Submitted by: Dr. Brad Beauchamp, Director of Instructional Assessment

Date: August 18, 2021

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**Department/Program: Library Services****Department/program purpose in support of the Vernon College Mission:**

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

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

1. Ensure library resources, services, and facilities meet the needs of students and faculty as evidenced by approval ratings of at least 85%. (PG 3)
2. Ensure student and faculty awareness of the library's resources, services, and facilities as evidenced by data collected through library assessments. (PG 3)
3. Increase awareness of library services by at least 5% among faculty. (PG 3)
4. Increase awareness of library services by at least 5% among online students. (PG3)

**Assessments used to measure expected outcomes:**

1. Student Survey of Library Services (on-site students in Vernon, Century City Center, and Skills Training Center). (EO 1 and 2 )
2. Library Survey of Online Students (EO 1 and 2)
3. Library Survey of Dual Credit/Concurrent Enrollment Students (EO 1 and 2)
4. Faculty Survey of Library Services (EO 1, 2, 3)

Submitted by: Marian Grona, Director of Library Services  
Date: August 16, 2021

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

**Department/program purpose in support of the Vernon College Mission:**

The purpose of the Office for Students with Disabilities (OSD) is to provide equal access to instruction, testing, and other college-related activities as a means to enhance the success of qualified students with disabilities.

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

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

**Assessments used to measure expected outcomes:**

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

Submitted by: Deana Lehman, PASS Department Director/Coordinator of the Office for Students with Disabilities  
Date: August 20, 2021

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**Department/Program: PASS Department-New Beginnings**

**Department/program purpose in support of the Vernon College Mission:**

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



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

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

**Assessments used to measure expected outcomes:**

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

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

Date: August 20, 2021

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**Department/Program: PASS Department-Tutoring**

**Department/program purpose in support of the Vernon College Mission:**

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

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

1. Provide necessary tutoring services (NetTutor, face-to-face tutoring, guided study group tutoring, and in-house essay tutoring) to at least 350 (duplicated) students per year.(PG 3)
2. Provide other services ( ADA testing, unique circumstances testing, orientation, study skills, time management skills, etc.) to at least 200 (duplicated) students per year.(PG 3)
3. Achieve at least an 85% student satisfaction rate on the Tutoring Center Services Evaluation. (PG 3)
4. Achieve at least a 70 % successful course completion rate for those students who meet the established criteria. The established criteria, broken into semesters, are as follows:

- a. **16-week semester:** first visit within the first seven weeks with at least four hours of tutoring
- b. **11-week semester:** first visit within the first four weeks with at least four hours of tutoring
- c. **8-week semester:** first visit within the first three weeks with at least three hours of tutoring
- d. **5-week semester:** first visit with the first two weeks with at least two hours of tutoring (PG 3)

**Assessments used to measure expected outcomes:**

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

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

Date: August 20, 2021

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**Department/Program: Professional Development (in-house)**

**Department/program purpose in support of the Vernon College Mission:**

The Professional Development initiative at Vernon College is in place to support the mission of the college through the development and presentation of various in-house workshops, seminars, and educational opportunities for all college employees. Like student success, an emphasis is placed on a growth mindset for all college employees in an attempt to develop both professional and personal skills for job performance improvement.

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

1. Monitor and ensure development, implementation, and assessment of ongoing in-house staff development/training related to Vernon College mission initiatives (PG #1, 4).
2. Collaborate with the Office of Quality Enhancement to ensure a well-developed college-wide awareness training and development initiative involving all Quality Enhancement Plan developments/activities throughout 2021-2022 (PG #1, 2, 4, 5).

**Assessments used to measure expected outcomes:**

1. Governance thru Committees Membership List, professional development policy, calendar, college-wide e-mail notification tracking, and any related follow-up assessments (EO #2).

2. Governance thru Committees Membership List, professional development calendar, and any related follow-up assessments (EO #2).

Submitted by: Dr. Donnie Kirk, Coordinator of Professional Development (in-house)

Date: August 22, 2021

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**Department/Program: Office of Quality Enhancement**

**Department/program purpose in support of the Vernon College Mission:**

In support of the Vernon College Mission, the Office of Quality Enhancement serves to enhance student learning/success by providing leadership and assistance to improve institutional culture, procedures, processes, and learning environments through data-informed decision-making, continuous improvement approaches, and ongoing staff development and training.

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

1. Year Three: Continue implementation phase of the now-approved SACSCOC QEP initiative (“Success through Inquiry”) through faculty training, classroom implementation, and assessment of said plan (PG #1,2,4).
2. QEP Committee Accountability. The QEP Team, training, implementation, assessment, and subsequent reporting will remain accountable to its committee structure. (PG #1).
3. An ever-evolving college-wide awareness/training initiative via the Professional Development Department that involves all Quality Enhancement Plan developments/activities throughout 2021-2022 (PG #1, 2, 4, 5).
4. Continued comprehensive communication regarding all Quality Enhancement Plan initiatives, progress, and results within the institution as well as outside stakeholders (such as SACSCOC) throughout 2021-2022 (PG #1,2,4).

**Assessments used to measure expected outcomes:**

1. **QEP Implementation.** All training rosters, records and documents related to the training, implementation, and assessment of the Year Two “Success through Inquiry” QEP initiative; any and all agenda and minutes noting appropriate approvals by the QEP Planning/Implementation Committee; agenda and minutes noting appropriate approvals by any additional appointed QEP Task Force(s) (EO #1).
2. **QEP Committee Structure.** All records related to the Governance thru Committees Membership List—specifically the QEP Implementation Committee—to include any planning, progress, or awareness sessions. (EO #2).
3. **QEP Professional Development.** QEP related professional development documentation related to evolving college-wide awareness/training initiative in conjunction with the Professional Development Committee, all Quality Enhancement Plan developments/activities throughout 2021-2022 (EO #2).

4. **QEP College wide Communication Initiatives.** Institutional/College Effectiveness posted documentation; SACS-COC transmitted documentation; Annual Board Meeting Report; Monthly President's College Update; Weekly President's Team Meetings; College-wide e-mail Notification Tracking (QEP Quick Minute) (EO #3).

Submitted by: Dr. Donnie Kirk, Director of Quality Enhancement  
Date: August 22, 2021

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## **Office of the President**

### **Department/Program: Athletics**

#### **Department/program purpose in support of the Vernon College Mission:**

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

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

1. Meet eligibility guidelines as specified by the National Junior College Athletic Association (NJCAA) for baseball, softball and volleyball and through the National Intercollegiate Rodeo Association (NIRA) for rodeo. (PG 1 and 4)
2. Produce athletes who meet academic requirements to progress, persist and complete higher education certificates and degrees. (PG 1 and 4)
3. Utilize scholarship dollars effectively to maximize recommended student/athlete numbers. (PG 2)
4. Continuous improvement of coaches with evaluations of seasonal performance. (PG 3)

#### **Assessments used to measure expected outcomes:**

1. NJCAA Eligibility Report
2. Athletics GPA Report to the Vernon College Board
3. Athletic Scholarship Report
4. End of Season Evaluations

Submitted by: Julie A. Myers-Kuhn, Director of Athletics  
Date: July 26, 2021

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### **Department/Program: Cybersecurity**

#### **Department/program purpose in support of the Vernon College Mission:**

The Cybersecurity Office outlines Vernon College guidelines and provisions for preserving the security of Vernon College's data and technology infrastructure.

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

1. The Cybersecurity Officer will facilitate at least one employee training on cybersecurity. (PG 1)
2. The Cybersecurity Officer will facilitate at least one all-student training on cybersecurity. (PG 1)

**Assessments used to measure expected outcomes:**

1. The Safe Colleges employee training log will be used to measure successful cybersecurity employee training for 100% of all full-time Vernon College employees. (EO 1)
2. The Online Awareness Email Campaign will be used to educate 100% of students on appropriate cybersecurity awareness and practices. The Online Awareness Email Campaign will be released during the Spring 2022 semester. (EO 2)

Submitted by: Ivy Qwuaels, Cybersecurity Officer

Date: August 18, 2021

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

**Department/program purpose in support of the Vernon College Mission:**

The ERP/SIS provides students, faculty, staff, and administration with the information they need to make informed decisions.

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

1. The ERP/SIS Coordinator will review and stabilize Student Information Software Add-Ons. Dynamics GP software will continue to be monitored and stabilized for Vernon College functions. (PG 2 and 3)
2. The ERP/SIS Coordinator will facilitate the migration of data from POISE to the newly selected SIS/ERP. (PG 2 and 3)

**Assessments used to measure expected outcomes:**

1. The software specific goals, functions, and outcomes as submitted with the initial proposals will continuously be reviewed throughout the academic year. (EO 1)
2. Yearly evaluations will be conducted to assess continued program usage and viability. (EO 2)
3. The selected SIS system will be monitored for data retrieval, conversion, and transference into the new system according to the contracted guidelines in the SIS RFP.

Submitted by: Ivy Qwuarels, ERP/ Student Information Software Director  
Date: August 18, 2021

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**Department/Program: Human Resources**

**Department/program purpose in support of the Vernon College Mission:**

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

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

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

**Assessments used to measure expected outcomes:**

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

Submitted by: Jackie Polk, Director of Human Resources  
Date: August 23, 2021

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**Department/Program: Institutional Advancement**

**Department/program purpose in support of the Vernon College Mission:**

The Office of Institutional Advancement engages Vernon College and the Vernon College Foundation's internal and external constituencies to secure the resources required to help advance the educational mission. The Office conducts activities such as fundraising and alumni relations to support the College and Foundation.

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

1. Raise \$275,000 annually to support College and Foundation Scholarships and other needs through fundraising programs aimed at all constituencies. (PG 1, 2, 3, 4, 5)
2. Alumni contacts and engagement to a least 2%, as measured by social media analytics and compared to 2020-2021 results, of the contactable alumni of record in the database to develop an involved and supportive constituency. (PG 1, 2, 3, 4, 5)

**Assessments used to measure expected outcomes:**

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

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

Date: August 13, 2021

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**Department/Program: Marketing**

**Department/program purpose in support of the Vernon College Mission:**

The Marketing Department works to promote that all persons who may benefit from higher education have access to the educational opportunities at Vernon College. As well as, participate in community events when appropriate.

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

1. Through advertising, we will show our constituents the value of Vernon College to the community. (PG 5) Ads specifically targeting how we improve our service area, through workforce education, enhancement classes and successful transfer to other colleges. As well as working with nonprofits in our community.
2. Continue to engage more people with interactive social media posts (through photos and videos), entertain (through memes and funny topics) and inform (posting of dates, timelines, and program information). (PG 4)
3. Vernon College will display our community involvement through sharing photos and information on social media and broadcast as well as attending and hosting community events. (PG 4)

**Assessments used to measure expected outcomes:**

1. Social media analytics will be the assessment tool.
2. Evaluate total amount of dollars spent for broadcast as compared to previous year.
3. Applications submitted to Vernon College will be used to measure effectiveness of advertising.

Submitted by: Holly Scheller, Coordinator of Marketing and Community Relations

Date: August 26, 2021

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**Department/Program: President/Institutional Effectiveness****Department/program purpose in support of the Vernon College Mission:**

The President and Office of Institutional Effectiveness promote planning and assessment to ensure accountability and continuous improvement of the Vernon College Mission focused processes and practices.

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

1. Monitor and ensure the development, distribution, and 100% implementation of an Annual Planning Calendar. (PG 1-5)
2. Monitor and ensure the development, distribution, and 100% implementation/communication of an annual Assessment/Report Calendar. (PG 2 and 3)  
This expected outcome includes a review of the process to increase participation and efficiency.
3. Monitor and ensure development and/or 100% updated information, distribution, and review of Key Performance Indicators of Accountability (KPIAs) and related Benchmarks. (PG 2 and 3)

**Assessments used to measure expected outcomes:**

1. Developed and completed Annual Planning Calendar activities/tasks and tracking as approved by the College Effectiveness Committee and as evidenced by agenda and minutes.  
Vernon College Effectiveness Questionnaire responses to “promotes planning and assessment to ensure accountability and continuous improvement to the Vernon College mission focused processes and practices.” Scheduled to be administered August – September 2021 and 2022. (EO 1)
2. Developed and completed Annual Assessment/Report Calendar and tracking as approved by the Student Success Data Committee and as evidenced by agenda and minutes. (EO 2)
3. Developed and/or updated Key Performance Indicators of Accountability and related Benchmarks (assessment tools) approved by the Student Success Data Committee as evidenced by agenda and minutes.



Tracking of timeline (assessment tool) of updated KPIAs and Benchmarks. (EO 3)

Submitted by: Dr. Dusty R. Johnston, President

Betsy Harkey, Director of Institutional Effectiveness

Date: August 11, 2021

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## **Student Services**

### **Department/Program: Admissions and Records**

#### **Department/program purpose in support of the Vernon College Mission:**

The Admissions and Records Office works to ensure that all persons who may benefit from higher education have access to the educational opportunities offered, by assisting students through the inquire, admissions, registration, and completion processes.

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

1. State and Federal reports will be submitted on time as indicated by the Annual Reporting Calendar (PG 1 and 5).
2. Increase number of ApplyTexas online application submission by 10% as compared to the 2020-2021 submissions. (PG 1, 4 and 5).
3. Demonstrate timely processing of all admissions documentation in order to promote student success by utilizing SoftDocs, Magnus Health, and Parchment. Status letter will be issued no later than two weeks after submission of application (PG 1, 4 and 5)

#### **Assessments used to measure expected outcomes:**

1. Texas Higher Education Coordinating Board (THECB) status of reports webpage and IPEDS website. (EO 1)
2. Run semester reports of online applications versus paper applications. Utilize the [www.applytexas.org](http://www.applytexas.org) (online application software) versus manual count of paper applications. (EO 2)
3. Run monitoring report of all Admissions and Records processing activity. (EO 3)

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

Date: August 23, 2021

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### **Department/Program: Career Services / Veterans Affairs**

#### **Department/program purpose in support of the Vernon College Mission:**

Student Services will advise and counsel students as well as provide engagement opportunities through student activities and student support services that promote commitment to education, persistence, completion and a culture of success. Vernon College Career Services staff will seek to aid students in identifying career goals early in their college career and expose students to potential employers near completion of their academic goals. Veterans Affairs staff

will seek to help applicable Vernon College student's access and understand all Veterans Affairs services and monies available to them.

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

1. Encourage students to consider career goals early in their academic career by utilizing services provided by Career Services Coordinator. (PG 3)
2. Provide Career Services in the areas of: career exploration, resume' creation, cover letters, completion of job applications, and exposure job fairs to Vernon College career and technical students. (PG 3)
3. Advise and assist Veterans Affairs students as they enroll at Vernon College and access their educational funding. (PG 3)

**Assessments used to measure expected outcomes:**

1. Calendar of student contacts for career counseling. (EO1)
2. Calendar of student wide emails sent regarding Career Services opportunities. (EO1)
3. Log of services provided to Vernon College career and technical students. (EO2)
4. List of Veterans Affairs students advised and certified for the 2021-2022 academic year. (EO 3)

Submitted by: Chelsey Henry, Career Services / Veterans Affairs Coordinator

Date: August 6, 2021

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**Department/Program: Early College Start Program**

**Department/program purpose in support of the Vernon College Mission:**

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

**Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals (note – must be articulated in measurable terms):**

1. Promote dual credit opportunities with Vernon College to service area high schools. (PG 1,4, and 5)
2. Provide scaffolded new student orientation information to dual credit students in a timely manner when it is needed by dual credit students. (PG 1 and 3)
3. Provide dual credit students with Vernon College degree plans as required by Vernon College pathways and advising models. (PG 3)

**Assessments used to measure expected outcomes:**

1. Annual log of contacts with service area high schools. (EO #1)
2. Semester count day reports of dual credit students. (EO #1)

3. Annual log of emailed new student orientation information sent to dual credit students (EO #2)
4. Completion date of degree plans for students with 18+ hours (EO #3)

Submitted by: Melissa Moore, Early College Start Coordinator

Date: August 6, 2021

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### **Department/Program: Financial Aid**

#### **Department/program purpose in support of the Vernon College Mission:**

It is the mission of the Financial Aid Office to provide eligible students with the financial support they need to afford their education.

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

1. The SENSE financial aid benchmark mean will meet or exceed the comparative group mean, and 100% of all eligible students will be awarded. (PG 3)
2. A successful reconciliation with the Business Office and U.S. Department of Education at year end, and an unmodified annual independent audit. (PG 1)

#### **Assessments used to measure expected outcomes:**

1. Survey of Entering Student Engagement (SENSE) (EO 1)
2. Number of students awarded aid and the dollars awarded (EO 1)
3. Annual Independent Audit (EO 2)
4. Financial aid reconciliation reports (EO 2)

Submitted by: Melissa Elliott, Director of Financial Aid

Date: August 19, 2021

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### **Department/Program: Housing**

#### **Department/program purpose in support of the Vernon College Mission:**

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

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

1. Measure student satisfaction with housing and food service through the use of student surveys. (PG 2)
2. Provide a safe living environment through regular health and safety inspections each semester. (PG 3)

3. Provide engagement and social opportunities through Student Activities designed around students busy schedules. (PG 3)

**Assessments used to measure expected outcomes:**

1. Housing and Food Service Survey (EO 1)
2. Resident Hall Health and Safety Inspections (EO 2)
3. End of Semester Student Activities Survey Fall and Spring (EO 3)

Submitted by: Jesse Dominguez, Housing Director

Date: August 6, 2021

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**Department/Program: Recruiting**

**Department/program purpose in support of the Vernon College Mission:**

The Recruiting Office works to ensure that all persons who may benefit from higher education have access to the educational opportunities offered by assisting students through the inquire and admissions processes.

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

1. Prospective students will utilize the new online admissions checklist and the virtual tour and benchmarks will be established for 2021-2022 (PG 1, 2 and 5).
2. Promote engagement of potential minority and non-traditional students by increasing participation in recruitment activities and events (through virtual - i.e. Teams, Zoom, and Skype) and traditional methods) that target individuals from diverse backgrounds in comparison to 2020-2021 efforts indicated by Year-End Recruitment Report data (PG 1, 2 and 5).

**Assessments used to measure expected outcomes:**

1. Annual Year-End Recruitment Report (EO 1 and 2)
  - Number and type of recruiting events attended by recruitment staff
  - Recruiting event evaluation summaries
  - Total application and enrollment of students engaged through recruiting efforts
  - Number of Q&A sessions
    - Total number of participants attending Q&A sessions
    - Q&A session evaluation summaries

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

Date: August 23, 2021

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## **Department/Program: Security**

### **Department/program purpose in support of the Vernon College Mission:**

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

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

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

### **Assessments used to measure expected outcomes:**

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

Submitted by: Kevin Holland, Director of Campus Security

Date: August 27, 2021

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## **Department/Program: Student Activities**

### **Department/program purpose in support of the Vernon College Mission:**

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

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

1. Determine student satisfaction with student activities to make considerations for future activities through surveys and questionnaires. (PG 2)
2. Measure student interest and track attendance patterns through a Student Activities Calendar. (PG 2)

3. Provide financial and staff support to the student leadership program. (PG 2)

**Assessments used to measure expected outcomes:**

1. End of Semester Student Activities Survey Fall and Spring (EO 1)
2. Student Activities Calendar (EO 2)
3. Completion of a student leadership program (EO 3)

Submitted by: Jesse Dominguez, Director of Housing

Date: August 6, 2021

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**Department/Program: Student Success**

**Department/program purpose in support of the Vernon College Mission:**

In support of the Vernon College Mission, the office of Student Success serves to increase student support holistically throughout the College using a Differentiated Coaching approach. The office of Student Success strives to improve student engagement, retention and persistence, and completion of educational goals for learners by taking multiple approaches to content, process, and product while keeping student readiness, interest, and learning needs at the forefront.

Core individual programming consists of advising, academic coaching, wellness support and intervention, striving to end probation status (STEPS) and group support programming consists of new student orientation, student success series, peer mentor program.

**Department/program expected outcomes in support of the accomplishment of the Vernon College Primary Goals** (note – must be articulated in measurable terms):

1. Core Individual Programming – Continue implementation of the Student Success Pathway Advising Model through caseload management, differentiated coaching approach, advisor development, and tracking of assessment measures. (PG #1,4)
2. Group Support Programming – Continue to evaluate new student best practices currently delivered through the automated New Student Checklist and New Student Orientation (NSO) focused on helping students choose and enter their pathway as outlined in the Guided Pathways initiative and make improvements as needed. (PG #1,4)
3. Provide college-wide awareness of Student Success Pathway initiatives through ongoing college stakeholder development focused on student success while utilizing interactive activities and strategic scheduling. (PG #4)

**Assessments used to measure expected outcomes:**

1. Student Success initiatives evidenced by caseload documentation, progress presentation to Board of Trustees, advisor development session dates, documents, and attendance, benchmark progress. (EO#1)
2. Program Outline detailing strategies and topics including access point for students. (EO#2)

3. Professional development provided (e.g., presentations, workshops, trainings, webinars) and participation. (EO#3)

Submitted by: Criquett Scott Chapman, Student Success Pathway Director

Date: August 26, 2021

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**Department/Program: Testing**

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

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

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

**Assessments used to measure expected outcomes:**

1. Log of Testing Center Complaints (EO 1)
2. Testing Center Client Satisfaction Survey (EO 2)
3. End of Year Testing Report (EO 3)

Submitted by: Tracy Catlin, Testing Coordinator

Date: August 6, 2021