

Vernon College Annual Action Plan 2013-2014

Technology

Priority Initiative #1:

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

Office of the President

Institutional Advancement

Objective #1: Continue to increase scholarship availability for Vernon College students.

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist.

Statement of Need: Financial difficulties can be a barrier to students which can result in not attending college, attending only part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether. Therefore, a strong scholarship program aids both recruitment and retention efforts. Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks: At or above 33%, the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid: 2010-2011; and At or above small college group percent of all undergraduates receiving aid by type of aid: 2010-2011. Since implementation of the STARS On-Line Scholarship Application for non-dual credit scholarships, applications have continued to increase: 177% in year 1; 197% in year 2; and 217% in year 3. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that Vernon College students can apply for whether to support continued studies at Vernon College or to use when transferring to a four-year institution. Furthermore, students must have an office to go to and an identified person(s) to speak with for help with scholarship applications or more information. The SENSE Survey indicated that students do not feel that there is anyone identified at Vernon College than can assist them with scholarship questions.” Question 18i – “The College provided me with adequate information about financial assistance” and Question 18j – “A College staff member helped me determine whether I qualified for financial assistance.” Since that time, this office has been addressing these deficiencies and has worked with more students and parents to assist with scholarship information each year. Additionally there is an increasing need for dual-credit scholarships for high school students within the College’s service area.

Actions:

1. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation current scholarships, including dual credit scholarships, and new scholarship opportunities.
2. Continue to work with donors and donors’ heirs of building scholarships to completely fund the scholarship(s) or merge into the Vernon College Foundation General Scholarship.
3. Continue to utilize the STARS On-Line Scholarship Application to facilitate scholarship applications.
4. Enhance the scholarship page on the Vernon College website with STARS information and its link as well as links to other outside scholarships that Vernon College students can apply for.

5. Review each scholarship's criteria and build an information file about these scholarships to help students determine their applicant eligibility.
6. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
7. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students.
8. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, and WFISD College Connections Scholarship Programs.
9. Work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students.
10. Review and select cost effective on-line scholarship software that can be used for dual credit Catching the Future and College Connections scholarships as a process improvement in place of the current paper application system. After initial start-up costs, this should improve efficiency in the management of these programs. Further, today's high school students are familiar with on-line applications in place of paper which should be more cost effective and facilitate more efficient response times on the part of Vernon College personnel working with and managing the dual credit scholarship programs.
11. Work with the Early College Start Coordinator and the Director of Student Relations to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
12. Make presentations to area high schools to assist students with their STARS applications.
13. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete. Contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
14. In January and February review student application progress on a weekly basis.
15. Continue research to find other scholarship sources for our students and add to the STARS Scholarship page on the website.
16. Develop a scholarship brochure that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.
17. Work with the Directors of Student Activities, SGA, Student Forum and other student groups to promote the scholarship program and encourage applications.
18. Utilize targeted marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
19. Add a staff position, which could be initially part-time, Advancement Services Specialist for Scholarship Support, to manage and update the STARS information; add new scholarship and criteria to the database. Review all scholarship criteria information for completeness and make changes to existing criteria if the scholarship is revised. Prepare STARS reports including the student application progress report; contact students who have not completed their application and assist them. Respond to student applicant questions. Maintain all paper scholarship files. Make STARS presentations to area high schools and assist students with their applications on-site. Make presentations to Vernon College student groups about the availability of scholarships including STARS. Maintain the scholarship Excel reports adding new gifts received and scholarships awarded each year. Assist with researching other scholarship opportunities available for Vernon College

students, gather the information and update the information on the STARS Scholarship Page on the website. Assist with the preparation and distribution of all scholarship offers to students and the subsequent annual scholarship reports to donors. Assist with the annual Scholarship Banquet. Respond to inquiries from donors regarding the status of their scholarship funds; update scholarship information in the RE database and run RE and Excel scholarship reports as need.

Resources and Approximate \$: (Facilities, Institutional Improvement, Personnel, Technology)

1. **Resources and Approximate \$: Institutional Improvement** -- new Scholarship Brochure -- \$10,000.
2. **Personnel** – Advancement Services Specialist for Scholarship Support – Part-time: \$18,000; Full-time -- \$25,000-\$28,000
3. **Technology** – Annual software license for STARS – \$7,700; new software for dual-credit and College Connections scholarship programs -- \$5,000

Assessment Method/Date:

1. Advancement Services Specialist for Scholarship Support hired by August 31, 2014.
2. Scholarship page on College website updated and new scholarship information added by August 31, 2014 and on-going.
3. STARS presentations to area high schools as requested and evidenced by appointments calendar by August 31, 2014 and on-going.
4. Continue “one stop shop” scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with STARS or other scholarship applications by August 31, 2014 and on-going.
5. Recommendation of additional on-line scholarship application software for use in the dual credit and college connections scholarship programs by August 31, 2014.
6. STARS annual license renewed by March 1, 2014.
7. Scholarship program brochure designed and implemented by August 31, 2014.
8. Increased funding for scholarships achieved by August 31, 2014.
9. Presentations to Vernon College student groups, as requested, about the availability of scholarships by August 31, 2014.
10. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by August 31, 2014.
11. Number of targeted press releases and letters sent by August 31, 2014.

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.

Instructional Services

Objective #1: Implement provisions of state wide developmental education plans designed to increase success and accelerate completion.

Responsibility: Division Chairs, Dean of Instructional Services

Statement of Need: State mandated changes, best practices

Actions:

1. Implement mandatory reviews before placement testing.
2. Revise course sequences of developmental courses.

3. Implement new cut scores for improved assessment with diagnostics.
4. Develop and offer NCBO based on afore mentioned diagnostics.
5. Document and report contact hour fractions generated by NCBO offerings.
6. Continue to adhere and present internet based instructional opportunities.
7. Identify funding sources for ABE.
8. Investigate the development of faculty assisted/lead non TSI advising.

Resources and Approximate \$: **Facilities**-Conversion of 2 general use classrooms into learning labs – remodel & furniture (\$25,000). **Personnel**- Learning Lab Coordinator (S3 grant). **Technology**- 75 computers (S3 grant)

Assessment Method/Date: Success rate of developmental students in subsequent academic courses; Course Completion KPIA Benchmark; Graduation, Retention and Persistence KPIA Benchmark **Date:** August 2014

Office of the President

Institutional Advancement

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

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Website Advancement/Support Specialist.

Statement of Need: Philanthropic support provides increased funding for the “tools” that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Grant proposals, with the assistance of appropriate faculty and staff, can be written and submitted for specific programs, departments, the College as a whole, and scholarship support. Additionally, current donors are solicited and prospective individuals and corporations can be identified, cultivated and solicited for philanthropic support.

Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser’s Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.
2. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
3. Work with faculty and staff to assist in the preparation and the electronic submission of proposals through grants.gov, Fastlane, etc.
4. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities.
5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.
6. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the “building” endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.

7. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
8. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
9. Attend relevant training programs in grantsmanship including grant management, budgeting and evaluation methods.
10. Utilize consulting services in the preparation of major grant proposals as needed.

Resources and Approximate \$:

1. **Institutional Improvement** -- Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- \$7,000. Funds to attend other relevant professional development conferences, seminars, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$6,000.
2. **Technology** – Renewal of annual Raiser’s Edge software license -- \$8,500. Renewal of Metasoft Foundation/Corporate Funding search software license -- \$4,000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

Assessment Method/Date:

1. Sustained giving by current donors as well as new donors to the College and Foundation added as evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by August 31, 2014.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by October 1, 2013.
3. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2013-2014 fiscal year by August 31, 2014.
4. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by August 31, 2014.
5. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – November 2013.
6. Staff participation in grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by August 31, 2014.
7. Annual software licenses/maintenance contracts renewed by August 31, 2014.
8. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by August 31, 2014 and ongoing.

Priority Initiative #4:

Integrate the Quality Enhancement Plan functions and activities into the infrastructure of the College.

Administrative Services

Business Office

Objective #1 : Integrate LiveChat feature college-wide

Responsibility: Garry & Stacy
Statement of Need: Integrate LiveChat on the VC homepage so that we can reach more students
Actions: <ol style="list-style-type: none"> 1. Meet with the Administrative team to determine each offices responsibilities 2. Purchase more user licenses 3. Train other office personnel to use the LiveChat function
Resources and Approximate \$: \$99/month/user – Technology
Assessment Method/Date: LiveChat available via the web page for all College Administrative offices Date: 07-01-14

Instructional Services

Objective # 2: Support 2013-2014 QEP pilot projects and integrates practices of feasible QEP projects.
Responsibility: Dean of Instruction, Math/Science DC, Communications DC, Social& Behavioral Science DC, Director of Special Services, Director of QE
Statement of Need: 4 proposals submitted by instructional services personnel selected for 2103-2014 pilot projects
Actions: <ol style="list-style-type: none"> 1. Provide funds from classroom technology budget line for smart board technology project initiated by Dr. Brad Beauchamp (Mathematics). 2. Support place-based education project initiated by Misti Brock (English) for writing class. 3. Support “flipped classroom” project initiated by Jason Scheller (History). 4. Provide input and support to the resource inventory project initiated by Jane Robinson (Special Services) 5. Provide continued technical and operational support for instructional practices, identified as feasible by the QEP.
Resources and Approximate \$: Technology (see \$ in Quality Enhancement objective #5)
Assessment Method/Date: QEP Pilot Project Reports Date: August 2014

Office of the President

Quality Enhancement – Division of Institutional Effectiveness

Objective #3: Manage and provide support for the quality enhancement pilot program as prescribed by the Quality Enhancement Plan.
Responsibility: Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator
Statement of Need: Compliance requirements as directed by SACSCOC and as outlined and directed in the Quality Enhancement Plan document.
Actions: <ol style="list-style-type: none"> 1. Review pilot project documentation and provide support and training for incorporation of General Education Outcomes and development of assessment measures. 2. Organize and conduct trainings/consultations. 3. Provide technical and operational support through purchase of software and equipment, completion of mid and end-of-year reports, providing oversight for pilot portion of the QEP timeline.

Resources and Approximate \$: QERI = available through Quality Enhancement Resource Inventory

Institutional Improvement: no \$

Personnel: QEP Pilot Stipends - \$2,700.00 per pilot participant x 4 pilot participants. TOTAL: \$10,800.00

Technology: All costs estimated based on 2012 figures. TOTAL: \$5,588.75

1 SmartBoard - \$4,000.00

1 USB Booster - \$30.00

1 Camtasia Software - \$223.75 (\$179.00 License + 44.75 Maintenance)

2 iPad w/Accessories - \$1,300.00

Skype 12 Month Unlimited Calls - \$35.00

2 Laptops – QERI

1 Camtasia Software - QERI

Assessment Method/Date:

1. List of "Objective" (General Education Outcomes) section and "Assessment Data/Evidence" (Assessment Measures) section of end-of-year reports for each pilot participant. July 2014
2. Log of trainings/consultations, meeting minutes reflecting updates reported to QEP Implementation Committee. January 2014, August 2014
3. Budget spreadsheet and purchase requisitions reflecting equipment and software purchases (August 2014), Resource Inventory supply (August 2014), Resource Inventory check out log (August 2014), completion of pilot mid-year reports (December 2013), completion of pilot end-of-year reports (July 2014), Committee meeting minutes and Pilot Project Rubric – Feasibility Reviews reflecting the completion of pilot objectives according to the QEP timeline (August 2014).

Objective #5: Integrate and maintain innovative technologies, including hardware and software, as piloted through the Quality Enhancement Plan into the college infrastructure.

Responsibility: Criquett Lehman, Director of Quality Enhancement; Roxanne Hill, Instructional Design and Technology Coordinator

Statement of Need: As outlined and directed in the Quality Enhancement Plan document. Identified best practices from the Pilot Participant's end-of-year reports and feasibility reviews. Personal observation of increased demand by faculty and staff (surveys, interviews, verbal communication, VCIC Sessions). Ensure effective and cost efficient spending practices to purchase and maintain technology. Maintenance of Quality Enhancement Resource Inventory (QERI) including license updates.

Actions:

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

Resources and Approximate \$:

Institutional Improvement: no \$

Technology: TOTAL: \$19,370.25

Blackboard Collaborate License - \$16,560.00 (2012 Cost)

1 Laptop Computer - \$1,300.00

5 Camtasia Software License Upgrades – \$671.25 [\$134.25 (\$89.50 + \$44.75 Maintenance) X 5 Computers {3 (1/2 QERI Laptops), CSL, RH}]

2 Survey Monkey License Renewal - \$600.00

1 Apple TV - \$100.00

1 HDMI cable - \$60.00

1 Respondus Software License - \$79.00

2 HandBrake Video Converter Software – FREE License

Assessment Method/Date:

1. Pilot Project Rubric – Feasibility Reviews, Agendas, Minutes, Approved Budget (QEP Implementation & Technology Committees). August 2014
2. Quality Enhancement Resource Inventory log. December 2013 & May 2014
3. List of pilot mentor resources and training materials posted to Blackboard, Blackboard analytics (utilization). May 2014
4. Provide results from satisfaction survey. May 2014

Student Services

Objective #1: Provide a safe and secure educational environment for Vernon College students and staff.

Responsibility: Director of Campus Police

Statement of Need: Work proactively to provide basic security protocol to all Vernon College staff so that emergency situations will be handled in the best possible manner.

Actions:

1. Generate a comprehensive plan for security training for Vernon College employees.
2. Utilize QEP resources and staff to determine the most effective delivery of security training to Vernon College employees.

Resources and Approximate \$: **Institutional Improvement**, no \$ - QEP assistance, time, **Technology**, software already purchased

Assessment Method/Date: 1. Plan crafted and training completed 2. Mass notification emergency system recommendation delivered to the President. **Date:** 1. December 2013 2. September 2013

Priority Initiative #5:

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

Office of the President

Institutional Advancement

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

<p>Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist</p>
<p>Statement of Need: Professional development opportunities are essential in order to learn about new strategies and techniques that will enhance employee efforts on behalf of Vernon College. At training sessions, best practices, new techniques and strategies are presented which enables staff to apply the new knowledge gained in order to improve job performance.</p>
<p>Actions:</p> <ol style="list-style-type: none"> 1. Research grant opportunities such as the National Endowment for the Humanities Summer Institutes for College and University Teachers. 2. During the Federal Funding Task Force in Washington, D.C. meet with Federal Agency personnel to discuss and learn about professional development opportunities that are available for the coming year. This helps keep the College's name in "front" of agency personnel. 3. Through the College email system and the Dean of Instructional Services, send notices of funding opportunities as the information is publicized on agency websites. 4. Assist faculty and staff in the preparation and submission of grant proposals to support faculty/staff development.
<p>Resources and Approximate \$:</p> <ol style="list-style-type: none"> 1. Institutional Improvement: Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- \$7,000 and to attend a comprehensive grantsmanship workshop, including proposal preparation and pre and post award -- \$3,500. 2. Technology: Renewal of Metasoft Foundation/Corporate Funding search software license -- \$4,000.
<p>Assessment Method/Date:</p> <ol style="list-style-type: none"> 1. Potential sources discovered and publicized to Vernon College community by August 31, 2014 and ongoing. 2. Proposals written and submitted by August 31, 2014 and ongoing.

Priority Initiative #6:
Provide fiscal, physical, human and technological resources to accommodate current and future needs.

Administrative Services

Book Stores

<p>Objective #1: Purchase InSite System</p>
<p>Responsibility: Kim Bateman, Garry David</p>
<p>Statement of Need: InSite is a managed online bookstore. InSite would allow students to purchase books online. Faculty can browse titles and submit adoptions.</p>
<p>Actions:</p> <ol style="list-style-type: none"> 1. Use InSite to capture internet sales and defend against online competition. 2. Use Textbook Management System to allow faculty to browse titles and submit adoptions. Instructors can see many textbook options available by browsing/searching the MBS Faculty Center Network database. Textbooks can be adopted based off of the previous semester submissions (if books are not changing) without entering all of the information for each textbook used during that semester. 3. Students viewing their registration information and schedules can link directly to the textbook ordering section of the InSite online bookstore. Here they're able to view their courses and required texts. The InSite application automatically will import all of the required course materials.

4. The Bookstore InSite Website will allow the bookstores to help and support students by allowing them to access the online bookstore for information and resources.
Resources and Approximate \$: \$6,500 License Fee, \$2,100 Annual Support Fee - Technology Will need some IT support with initial set up.
Assessment Method/Date: System is projected to be fully operational no later than February, 2014. 1. Bookstore Staff will train through online resources provided by MBS Textbook System. 2. Bookstore Director will set up Bookstore InSite Website with MBS. 3. Vernon Bookstore Staff will fill and ship online orders submitted through the InSite online bookstore. 4. Bookstore Managers will train faculty on the Faculty Center Network in order for them to stay informed of new book information.

Objective #2: Purchase GMOnline System
Responsibility: Kim Bateman, Garry David
Statement of Need: GMOnline is the General Merchandise portion of InSite. GMOnline allows items other than textbooks to be sold online. Online catalogs can be created and we control and decide what is sold online. This could include anything from sweatshirts to supplies.
Actions: 1. Use GMOnline to capture internet sales for all general merchandise. 2. All general merchandise received will be entered into GMOnline as it is checked in, allowing a current and usable inventory worksheet at any given time. Also allowing us to integrate add-on inventory software. The add-on software would allow each item to be scanned during the year-end inventory. Reports can be generated instantly and accurately.
Resources and Approximate \$: 3,300 License Fee, \$520 Annual Support Fee, \$1,500 Approx. training fees and expenses - Technology Will need some IT support with initial set up.
Assessment Method/Date: System is projected to be fully operational no later than February, 2014. 1. Bookstore staff will enter all current general merchandise into GMOnline after adequate training. 2. All new merchandise will be integrated into GMOnline. 3. Add general merchandise to online bookstore.

Business Office

Objective #1 : Institute a “check system” in the bookstore during book buybacks
Responsibility: Garry, Stacy & Kim
Statement of Need: A “check system” to check students for HOLDS and balances owed prior to releasing funds to them for book buybacks.
Actions: 1. Business Office staff person in bookstore to check student accounts
Resources and Approximate \$: laptop in bookstore for Business Office staff person – No new \$\$ Technology
Assessment Method/Date: Reduction/Elimination of refunds to students who owe us money Date: May, 2014

Admissions, Financial Aid and Records

Financial Aid

Objective #1 : Compliance with SACS COC Comprehensive Standard 3.9 Student Affairs and Services 3.9.3
Responsibility: Dean of Admissions and Financial Aid/Registrar
Statement of Need: The institution provides a sufficient number of qualified staff – with appropriate education or experience in the student affairs area – to accomplish the mission of the institution (SACS 3.9.3)
Actions: Monitor applicant volume and dollars awarded for adjustments in staffing requirements
Resources and Approximate \$: Personnel: Classified II processing positions as needed by aid application volume (Est. \$20,000)
Technology: Computer (\$1,100) Telephone (\$250) and Printer (\$250) for position
Facilities: Desk and chairs for above position (\$500 est.) for position
Assessment Method/Date: Enrollment numbers from THECB 001 and 00A reports on credit and non-credit students Date: March 1st

Instructional Services

Objective # 1: Meet the student demand for courses and programs through the hiring of additional full-time and adjunct faculty.
Responsibility: Dean of Instructional Services, Division Chairs, Directors, and Coordinators
Statement of Need: high rates of closed classes and increased faculty loads in certain disciplines and programs.
Actions: <ol style="list-style-type: none">1. Review course enrollments and faculty load and listing and prioritize additional full-time faculty.<ol style="list-style-type: none">a. Biology – 1b. Psychology - 1c. Mathematics (including developmental) - 1d. English (including developmental) - 1e. Fine Arts (Music/Art) – 1f. Government - 1g. Speech – 12. Recruit qualified adjuncts (adjunct course load limited to 3 courses per long semester).3. Maintain a 70%:30% full-time: part-time faculty ratio within disciplines/programs .
Resources and Approximate \$:
Facilities: Office space and \$2,000 for furnishings (desk, file cabinet, & bookshelves)
Personnel: \$40,994 + benefits per instructor minimum
Technology: \$1500 per instructor
Assessment Method: Positions prioritized and recommended to Personnel committee; FTE Student/FTE Faculty KPIA Benchmark; Contact Hours Taught KPIA Benchmark; Date: September 2013

Objective # 5: Expand Cosmetology program at CCC.

Responsibility: Dean of Instructional Services, Associate Dean of CTE, Director of Cosmetology, Cosmetology Faculty	
Statement of Need: Waiting list of prospective students for Cosmetology program, recommendation of Cosmetology Director	
Actions: 1. Investigate potential to more effectively utilize newly acquired space at CCC by expanding Cosmetology lab facilities to accommodate 25 additional students.	
Resources and Approximate \$: Facilities: \$40,000 Renovation & \$85,000 Equipment; Personnel: \$48,525 + benefits; Technology: \$8,000 additional computers	
Assessment Method: Master Facility Plan, Cosmetology enrollments, Faculty Load & Listing	Date: August 2014

Office of the President

Institutional Advancement

Objective # 1: Respond to College funding needs through various fundraising methods.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist
Statement of Need: Philanthropic support provides increased funding for the “tools” that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support; endowed positions, and program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as faculty/staff professional development, program/department support, or equipment. These activities require travel to support off-site working.
Actions: <ol style="list-style-type: none"> 1. Enhance existing philanthropy efforts and, utilizing the Raiser’s Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program. 2. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities. 3. Work with faculty and staff to assist in the preparation and the electronic submission of proposals through grants.gov, Fastlane, etc. 4. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. 5. Assist faculty and staff in the preparation and submission of proposals to private funding agencies.

6. Once all old giving records are in RE, review, revise, and relaunch the annual giving clubs and aggregate giving societies including a Heritage Club to recognize those who have included the College and/or the Foundation in their estate plans.
7. Using RE, identify donors by lifetime giving and launch a new presidential-level annual event to recognize lifetime giving and planned gift donors. This event will excite the donors who will be honored as well as serve as a cultivation event to encourage current aggregate donors to “move up” to the next society as well as encourage other donors and prospects to increase their giving so that they can be “inducted” into a lifetime giving society.
8. Develop new scholarship opportunities, both endowed and non-endowed, and continue to work with the donors of the “building” endowed scholarships (those under the \$10,000 minimum threshold) to bring the funds either to the minimum award level or incorporate those funds into another fund so that awards can be made.
9. Continue to build support for the Vernon College Foundation Annual Auction.
10. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of the Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
11. Attend and participate in the annual National Council for Marketing and Public Relations (NCMPR) Conference to network with marketing and webmaster colleagues and learn about the most up-to-date techniques and strategies to benefit Vernon College.
12. Attend other relevant training workshops, seminars, conferences, and webinars for management, grantsmanship, fundraising, alumni relations, marketing, and advancement services.
13. Work with the President, the Dean of Instructional Services, and the Associate Dean for Career and Technical Education to encourage faculty and staff to participate in grant writing on behalf of their programs and/or professional development opportunities.
14. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
15. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.

Resources and Approximate \$:

1. **Institutional Improvement:** Funds to create and implement an annual Presidential-level Donor Recognition Event -- \$6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- \$5,000; Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- \$7,000. NCMPR Annual Conference -- \$3,500. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$5,000.
2. **Technology:** Renew annual software licenses and maintenance contracts: Raiser’s Edge (RE) software license -- \$8,500; MaestroSoft Pro Auction Software license -- \$3,500; Metasoft Foundation/Corporate Funding search software license -- \$4,000; STARS annual software license -- \$7,700. New software for dual-credit and College Connections scholarship programs -- \$5,000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

Assessment Method/Date:

1. Sustained giving by current donors as well as new donors to the College and Foundation added as evidence by Annual Philanthropy

Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by August 31, 2014.

2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by October 1, 2013.
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by August 31, 2014.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by August 31, 2014.
5. Move all old prospect, donor, alumni records into RE to enable donor solicitations segmented and targeted solicitations based on the aggregate information contained in the RE database, second phase completed by August 31, 2014 and ongoing.
6. Prospects identified and donors and prospects cultivated using standard “moves management” plans as evidence by reports noted above by August 31, 2014 and on-going.
7. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by February 28, 2014.
8. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2013-2014 fiscal year by August 31, 2014.
9. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by August 31, 2014.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – November 2013.
11. Participate in the NCMPR Annual Conference, conference notes by August 31, 2014.
12. Develop best practices, policies, definitions, and procedures for utilizing the RE database by August 31, 2014.
13. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by August 31, 2014.
14. Annual software licenses/maintenance contracts renewed by August 31, 2014.
15. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by August 31, 2014 and ongoing.

Student Services

Objective # 1: Use any opportunity to expose Vernon College students to available resources so that they may persist in their educational endeavors.

Responsibility: Director of Student Relations

Statement of Need: Students in Student Services waiting rooms can be better engaged in taking proactive steps to help insure perseverance and removal of obstacles.

Actions:

1. Place television or computer monitors in each Student Services waiting rooms in Vernon and Century City so that specific information can be directed toward and available to students during waiting periods.

Resources and Approximate \$: Technology funds for monitors (technology?) and IT support

Assessment Method/Date: monitors installed and functional **Date:** October 2013

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

Administrative Services

Business Office

Objective #1 : Implement Chaparral Card terminals in the bookstores and in the dining areas

Responsibility: Garry and Stacy

Statement of Need: Ability to track students using meal plans in the SUB and to make purchases in the bookstores and the dining areas using their Chaparral Student ID cards.

Actions:

1. Set up “wallets” within the HB Financial Payments software for meal plans
2. Purchase terminals for bookstores and dining areas
3. Train staff to use terminals

Resources and Approximate \$: \$350/terminal; \$500/wallet setup; \$3/student/semester fee - **Technology**

Assessment Method/Date: Card swipe machines installed and operational **Date:** Fall 2013

Admissions, Financial Aid and Records

Admissions

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

Responsibility: Dean of Admissions and Financial Aid/Registrar

Statement of Need: Admissions must continuously maintain and enhance their technology in order to accomplish their primary responsibilities and comply with THECB and SACS requirements

Actions:

1. Monitor IT “Replacement List” for desktop computers for Admission staff of 12
2. Purchase 2 replacement printers for Admission staff of 12
3. Monitor age of Scanners for replacement due to usage

Resources and Approximate \$: **Technology:** Scanners 2 @ \$1,000 = \$2,000 Dell or HP Printers 2 @ \$750 = \$1,500

Assessment Method/Date: Purchase of above before or during current academic year. / August

Financial Aid

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

Responsibility: Director of Financial Aid

Statement of Need: Financial Aid must continuously maintain and enhance technology in order to accomplish the primary responsibilities for the office and comply with DOE requirements. Maintain technology as required by Department of Education (DOE)

Actions:
<ol style="list-style-type: none"> 1. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 9 2. Purchase 2 replacement printers for Financial Aid staff of 9 3. Monitor age of Scanners for replacement due to usage 4. Monitor Department of Education technology requirements for electronic processing
Resources and Approximate \$: Technology: 1. Scanners 2 @ \$1,000 = \$2,000 2. Dell or HP Printers 2 @ \$750 = \$1,500 3. Laptop Computer and Projector for presentations = \$2,000 est 4. DOE required processing computer (Est. \$1,500)
Assessment Method/Date: Purchase of above before or during current academic year. / August

Instructional Services

Objective # 1: Improve effectiveness and reliability of ITV classrooms.
Responsibility: Dean of Instructional Services, Division Chairs, Directors, Media Specialist, IT department
Statement of Need: Recommendation by faculty, staff, and students
Actions:
<ol style="list-style-type: none"> 1. Investigate alternatives and implement measures to improve sound quality in ITV rooms V204, V423, V425, CCC712, CCC715, & CCC717. 2. Equip ITV room CCC302 with open microphone system.
Resources and Approximate \$: 20,000 – Technology
Assessment Method/Date: Faculty & Student comments, Date: September 2013

Objective #2: Implement classroom technologies based on efficient use of resources and compatibility with current technologies.
Responsibility: Dean of Instructional Services, Division Chairs, Directors, Coordinators, Instructional Designer, QE Director, Media Specialist, IT Department, Faculty
Statement of Need: Recommendations of faculty, QEP Director, Instructional Design & Technology Coordinator; Results of the 2011 CCSSE indicate VC is significantly behind Texas Small College Consortium relative to the active and collaborative learning benchmark. The SmartBoard and iPad will assist instructors to enhance active and collaborative learning. The use of computers and projectors is currently available in most classrooms. However, these tools have the inability to allow the instructor to make annotations which is ineffective in many courses. The interactive and tactile nature of the "Smartboard" promotes class discussion and interactive learning. The iPad is a highly used resource by instructors for classroom preparations and in clinical settings. Due to the interactive and tactile nature, there is a need is to expand the utilization to the classroom.
Actions:
<ol style="list-style-type: none"> 1. Evaluate effectiveness of Smartboard technologies in replicating F2F classroom experiences for online learners. 2. Continue to expand iPad/Apple TV technologies to appropriate classroom and laboratory settings.
Resources and Approximate \$: Technology (\$ appropriated through Instructional Services Classroom technology budget line)
Assessment Method/Date: Faculty surveys, SIR II results, SENSE results Date: December 2013

Objective #3: Ensure sufficient reliability/efficiency of computers.

Responsibility: IT Department, Dean of Instructional Services, DC's, Directors, Coordinators, Faculty
Statement of Need: IT Department has recommended replacement of computers on a 3 year rotational basis
Actions: 1. Assist IT department in identifying priority replacement of faculty/staff, classroom, and lab computers
Resources and Approximate \$: None - Institutional Improvement
Assessment Method/Date: Replenishment Plan and implementation Date: August, 2014

Office of the President

Information Technology

Objective #1: Adhere to equipment replenishment standards according to the Vernon College IT Strategic Plan
Responsibility: Run Business Solutions
Statement of Need: Purchase is necessary to bring the college to a best practices IT replenishment plan for all computing equipment
Actions: 1. Purchase 136 faculty PCs, 128 Lab use PCs, and 15 spares 2. Roll out 10 faculty and staff PCs per month and replace 1 to 2 labs per month.
Resources and Approximate \$: Technology \$275,421.94
Assessment Method/Date: Documentation of purchases and replenishment completion Date: August 31, 2014

Objective #2: Explore updating phone system for the Vernon Campus
Responsibility: Vernon College Appointed Selection Committee and Run Business Solutions
Statement of Need: Current phone system is outdated. New standards/advancements in telecommunications could be of great use to all departments.
Actions: 1. Form a joint committee and begin exploration
Resources and Approximate \$: Technology \$TBD
Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation Date: August 31, 2014

Objective #3: Software selection for Campus Management system to assess the viability of the current campus management system and compare to other competitive products as well as current needs of the college.
Responsibility: Vernon College Appointed Selection Committee and Run Business Solutions
Statement of Need: To stay competitive in the services that Vernon College provides.
Actions: 1. Form software selection committee and assess need
Resources and Approximate \$: Technology \$TBD

Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation
Date: August 31, 2014

Objective #4: Consider Business Continuity Planning: POISE and Blackboard

Responsibility: VC Administration and Run Business Solutions

Statement of Need: Necessary for quick recovery in the event of localized disaster

Actions:

1. Engage respective vendors and explore options for high availability and redundancy

Resources and Approximate \$: Technology \$TBD

Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation

Date: August 31, 2014

Objective #5: Consider Mass Notification System

Responsibility: VC Administration and Run Business Solutions

Statement of Need: The ability to mass communicate both quickly and effectively in the event of any kind of major outage, or campus emergency.

Actions:

1. Form a committee, assess needs, and find a solution.

Resources and Approximate \$: Technology \$TBD

Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation

Date: July 31, 2013

Objective #6: Explore Virtual Desktops for Labs

Responsibility: Departmental Admins and Run Business Solutions

Statement of Need: To streamline and stabilize the deployment, management, and day to day use of PC labs while lowering the overall equipment cost per lab.

Actions:

1. Explore different VDI solutions from different vendors
2. Setup test environment to measure viability
3. Make decision

Resources and Approximate \$: Technology \$TBD

Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation

Date: August 31, 2014

Objective #7: Windows Mobility Solutions

Responsibility: VC Administration/Faculty and Run Business Solutions

Statement of Need: The release of Windows 8 has brought several new tablet options to the market. They need to be researched and tested for their effectiveness in the classroom.
Actions: 1. Form group to research and test Windows 8 tablets
Resources and Approximate \$: Technology \$TBD
Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation Date: August 31, 2014

Objective #8: Bandwidth for Dorms
Responsibility: Run Business Solutions – Cabling Subcontractor
Statement of Need: To provide connectivity to all network enabled devices in both dorms
Actions: 1. Install dedicated firewall at dorms 2. Allocate sufficient bandwidth from VC's current fiber internet connection
Resources and Approximate \$: Technology \$7800.00
Assessment Method/Date: Fiber cabling completed Date: February 15, 2013

Objective #9: Meraki/Cisco Class
Responsibility: VC Administration/Faculty and Run Business Solutions
Statement of Need: Develop a program that trains technology students on real world Cisco and Meraki equipment
Actions: 1. Contact vendor for training facility requirements 2. Implement program
Resources and Approximate \$: Technology \$TBD
Assessment Method/Date: Documentation of appointment of Selection Committee, agendas, minutes, meeting notes and recommendation Date: August 31, 2014

Objective #10: Point to Point Connectivity for Softball, Rodeo, etc.
Responsibility: VC Maintenance and Run Business Solutions
Statement of Need: Provide connectivity to aforementioned areas
Actions: 1. Purchase equipment necessary 2. Install equipment
Resources and Approximate \$: Technology \$4,000.00
Assessment Method/Date: Developed Point to Point Wireless Strategy Date: August 31, 2014

Institutional Advancement

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

Responsibility: Director of Institutional Advancement; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist

Statement of Need: Updated software is essential to providing services to benefit the College and its students. Software such as Raiser’s Edge; STARS -- the College’s on-line scholarship application; the Metasoft Foundation/Corporation Funding search engine; and MaestroSoft Pro Auction software assist in College and Foundation development/advancement efforts such as donor identification, cultivation, recognition, and solicitation; scholarship support for our students; and grantsmanship. Additionally, as College and student needs continue to increase it is necessary to research other software that can help Institutional Advancement develop and/or enhance its strategies to become even more effective and efficient. Updated technological equipment is also essential to the efficient and effective operations of the IA Department. This will aid in meeting the KPIA benchmarks: At or above 33%, the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid: 2010-2011; and At or above small college group percent of all undergraduates receiving aid by type of aid: 2010-2011.

Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser’s Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.
2. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.
3. Keep all software licenses current to ensure that the most advanced technology to benefit our students and the College as a whole if being utilized.
4. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
5. Assist faculty and staff with the preparation and submission of proposals to public and private funding agencies. Private funders will be researched through the Metasoft funding search software. Public funders will be research through various search engines such as grants.gov.
6. Assist students with the completion of their STARS applications.
7. Utilize targeted marketing strategies such as press releases and letters to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.
8. Research and implement a similar software license to facilitate dual-credit scholarship applications.
9. Attend training sessions about website development to increase awareness of new technologies and assist in the continued enhancement to the College’s website.

10. Increase ability of searching options on the Vernon College website.

Resources and Approximate \$: **Technology:** Renew annual software licenses and maintenance contracts: Raiser's Edge (RE) software license -- \$8,500; MaestroSoft Pro Auction Software license -- \$3,500; Metasoft Foundation/Corporate Funding search software license -- \$4,000; STARS annual software license -- \$7,700. Funds to obtain other relevant software licenses if determine that such a license will enhance/upgrade the ability of Institutional Advancement's support of funding needs.

Assessment Method/Date:

1. Annual software licenses/maintenance contracts renewed by August 31, 2014.
2. Research for possible program incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by August 31, 2014 and ongoing.
3. Funding sources researched through Metasoft software by August 31, 2014 and ongoing.
4. Students assisted with 2012-2013 STARS Applications by March 1, 2014.
5. Number of targeted press releases and letters sent by August 31, 2014.
6. Dual-credit scholarship software researched and recommendation made by December 31, 2014.
7. Training sessions attended and enhancement strategies developed, conference notes by August 31, 2014 and ongoing.

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Develop and implement a process for integration and oversight of the availability of technology tools, as outlined in the Quality Enhancement Plan, through the Quality Enhancement Resource Inventory (QERI).

Responsibility: Criquett Lehman, Director of Quality Enhancement

Statement of Need: Integrate the Quality Enhancement Plan into the infrastructure of the institution by ensuring that technology tools and technical support continue to be available to faculty, staff, and Board of Trustees. Technology is a tool used to increase student learning and student engagement. In order to sustain the Quality Enhancement Resource Inventory (QERI), oversight needs to be transitioned. Evidence of the need for such sustainability can be found in the Student Instructional Report (SIR II) data; Key Performance Indicators of Accountability (KPIA's) – specifically CCSSE benchmarks, Graduation, Persistence, and Retention, SENSE benchmarks; and CCSSE/SENSE individual results.

Actions:

1. Chair Technology Committee.
2. Facilitate the change of oversight for the Quality Enhancement Resource Inventory (QERI) from the QEP Implementation Committee to the Technology Committee.
3. Review and update the charge of the Technology Committee as needed.
4. Provide technical and operational support at Board of Trustees meetings.

Resources and Approximate \$: **Institutional Improvement**, no \$; **Technology**, no \$

Assessment Method/Date:

1. Committee Charge, Agendas, Minutes, QERI Log (Board of Trustees support). July/August 2014

Student Services

Objective # 1: Prepare to satisfy Part 3 FR 4.3 of the SACS COC Fifth Year Interim Report
Responsibility: Dean of Student Services and Director of Student Relations
Statement of Need: Vernon College should make available to students and the public all Vernon College policies. Student Services should verify that all information on our Vernon College Student Services website is the most current and up to date as possible.
Actions: <ol style="list-style-type: none">1. Start a twice yearly review of all information on the Student Services portion of the Vernon College website.2. Determine dates for reviews of Student Services website information and construct a system to verify that reviews have been completed.
Resources and Approximate \$: Institutional Improvement, time; Technology, IT support
Assessment Method/Date: website review completed Date: March 2014

Priority Initiative #8:

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

Office of the President

Institutional Advancement

Objective #1 : Respond to College funding needs through various fundraising methods
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist
Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support; endowed positions, and program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as faculty/staff professional development, program/department support, or equipment. These activities require travel.
Actions: <ol style="list-style-type: none">1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift programs, a planned giving program, and grant program.2. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.

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

Resources and Approximate \$:

1. **Institutional Improvement:** Funds to create and implement an annual Presidential-level Donor Recognition Event -- \$6,500; Funds to purchase standardized donor recognition items for both Annual Giving Clubs and Aggregate Giving Clubs -- \$5,000; Funds to attend the CRD Federal Funding Task Force and the CRD Annual Conference -- \$7,000. NCMPR Annual Conference -- \$3,500. Other relevant professional development conferences, seminars, workshops, and webinars to keep current with techniques and strategies to benefit Vernon College -- \$4,000.
2. **Technology:** Renew annual software licenses and maintenance contracts: Raiser’s Edge (RE) software license -- \$8,500; MaestroSoft Pro Auction Software license -- \$3,500; Metasoft Foundation/Corporate Funding search software license -- \$4,000; STARS annual software

license -- \$7,700. New software for dual-credit and College Connections scholarship programs -- \$5000. Funds to obtain other relevant software licenses if determined that such as license will enhance/upgrade the ability of Institutional Advancement to support College funding needs.

Assessment Method/Date:

1. Sustained giving by current donors as well as new donors to the College and Foundation added as evidence by Annual Philanthropy Comparison Report, donor/prospect call reports, Foundation agendas, minutes, quarterly philanthropy update reports, and grant proposal submissions by August 31, 2014.
2. Submission of the annual Voluntary Survey for Aid to Education (VSE) by October 1, 2013.
3. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by August 31, 2014.
4. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by August 31, 2014.
5. Move all old prospect, donor, alumni records into RE to enable donor solicitations segmented and targeted solicitations based on the aggregate information contained in the RE database, second phase completed by August 31, 2014 and ongoing.
6. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by August 31, 2014 and on-going.
7. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by February 28, 2014.
8. New scholarships developed and more building scholarships either completed or status resolved as compared to the number of building scholarships at the end of the 2013-2014 fiscal year by August 31, 2014.
9. Grants submitted to funding agencies; grant research notes and communications with interested Vernon College employees regarding funding opportunities available; assist in the application process as appropriate by August 31, 2014.
10. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – November 2013.
11. Participate in the NCMPR Annual Conference, conference notes by August 31, 2014.
12. Develop best practices, policies, definitions, and procedures for utilizing the RE database by August 31, 2014 and on-going.
13. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by August 31, 2014.
14. Annual software licenses/maintenance contracts renewed by August 31, 2014.
15. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by August 31, 2014 and ongoing.

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

Responsibility: Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist; Director of Institutional Advancement/Executive Director, Vernon College Foundation

Statement of Need: Vernon College needs a strong alumni base to support its marketing, philanthropic support, and recruiting efforts.

Actions:

1. Create a culture of ownership among alumni/ex-students in support of Vernon College.
2. Research and identify ex-students and add to the Raiser's Edge (RE) database.
3. Contract with Blackbaud Target Analytics as need or at least every 2 years to secure current alumni address, email, and telephone information.
4. Implement a campaign through social networking media, such as the Vernon College Alumni Facebook page and Twitter, to maintain contact with identified alumni and as a recruiting vehicle for the Vernon College Ex-Students Association.
5. Using segmentation through the RE database, develop and implement affinity group annual events such as the Rodeo Alumni Event, athletic team events, and program specific alumni events.
6. Research different Distinguished Alumni Recognition Programs and develop and implement a plan for a program best suited to Vernon College's Ex-Students Association.
7. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
8. Develop and implement an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Constant Contact.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations to attend alumni training programs.

Resources and Approximate \$: (Facilities, Institutional Improvement, Personnel, Technology)

1. **Institutional Improvement:** Funds for annual affinity group alumni events -- \$10,000; funds for alumni recognition items -- \$5,000. Coordinator of Marketing and Alumni Relations participation in alumni training programs -- \$3,000.
2. **Technology:** Contract with an electronic communications company to deliver an Alumni specific E-newsletter on a monthly basis -- \$600.

Assessment Method/Date:

1. Increased number of current alumni addresses, email and telephone numbers added to the RE database by August 31, 2014 and on-going.
2. Once added to RE, add alumni information to each record.
3. Increased number of ex-students identified and recruited into the Ex-Students Association as evidenced by agendas, minutes, meeting notes, and social media interaction by August 31, 2014.
4. Quarterly Alumni E-Newsletter developed and implemented by August 31, 2014.
5. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by August 31, 2014.

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

Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Coordinator of Marketing and Alumni Relations; Advancement Services Specialist; Website Advancement/Support Specialist

Statement of Need: Financial difficulties can be a barrier to students which can result in not attending college, only attending part-time, unsuccessful completion of a degree or certificate program, or dropping out altogether. Therefore, a strong scholarship program aids in both recruitment and retention efforts. Additionally a strong, dynamic scholarship program will aid in meeting the KPIA benchmarks: At or above 33%, the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local

government, or the institution, or loans by type of aid: 2010-2011; and At or above small college group percent of all undergraduates receiving aid by type of aid: 2010-2011. Since implementation of the STARS On-Line Application program for Vernon College students, applications have risen 177% in first year of STARS implementation and 197% in year 2 and 220% in year 3. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that Vernon College students could apply for whether to continue their studies at the College or to use when transferring to a four-year institution. Additionally, students must have a place to go and an identified person(s) to speak with for help with scholarship applications or more information. The SENSE Survey indicated that students do not feel that there is anyone identified at Vernon College that can assist them with scholarship questions. Question 18i – “The College provided me with adequate information about financial assistance” and Question 18j – “A college staff member helped me determine whether I qualified for financial assistance.” Therefore, in the area of Vernon College/Vernon College Foundation scholarships which are handled by the Office of Institutional Advancement we must do a better job of assisting our current and future students take advantage of all scholarship opportunities.

Actions:

1. Continue to utilize the STARS On-Line Scholarship Application process to facilitate scholarship applications.
2. Enhance the scholarship page on the Vernon College website with STARS information and its link and links to other outside scholarships that Vernon College students can apply for.
3. Continue to develop multiple access points within the Vernon College website that will provide access to the STARS program as well as other scholarship information.
4. Review each scholarship’s criteria and build an information file about these scholarships to help students determine their applicant eligibility.
5. Continue the “Vernon College/Vernon College Foundation Scholarship Office” within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon College students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students.
7. Manage the Vernon College Foundation Catching the Future dual credit scholarship program and the Archer City ISD and Iowa Park ISD College Connections scholarship programs.
8. Review and select an on-line scholarship application software that can be used for dual credit and College Connections scholarships as a process improvement.
9. Work with the Early College State Coordinator and College Recruiter to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations to area high schools to assist students with their STARS applications.
11. From September to December review STARS student application progress on a bi-weekly basis to determine which applications are incomplete. Contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. In January and February review student application progress on a weekly basis.
13. Continue to seek increased funding, in both the private and public sectors, for all College and Foundation scholarships, including dual credit scholarships.
14. Continue research to find other scholarship sources for our students and add to Scholarship page on the website.

15. Develop a scholarship brochure that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.
16. Work with the Directors of Student Activities, SGA, Student Forum and other student groups to promote the scholarship program and encourage applications.
17. Utilize targeted marketing strategies such as press releases and letters to service area high schools to promote county- and high school-graduate restricted scholarships in those counties and high schools.
18. Add a staff position, which could be initially part-time, Advancement Services Specialist for Scholarship Support, to manage and update the STARS information; add new scholarship and criteria to the database. Review all scholarship criteria information for completeness and make changes to existing criteria if the scholarship is revised. Prepare STARS reports including the student application progress report; contact students who have not completed their application and assist them. Respond to student applicant questions. Maintain all paper scholarship files. Make STARS presentations to area high schools and assist students with their applications on-site. Make presentations to Vernon College student groups about the availability of scholarships including STARS. Maintain the scholarship Excel reports adding new gifts received and scholarships awarded each year. Assist with researching other scholarship opportunities available for Vernon College students, gather the information and update the information on the Scholarship Page on the website. Assist with the preparation and distribution of all scholarship offers to students and the subsequent annual scholarship reports to donors. Assist with the annual Scholarship Banquet. Respond to inquiries from donors regarding the status of their scholarship funds; update scholarship information in the RE database and run RE and Excel scholarship reports as need.

Resources and Approximate \$:

1. **Institutional Improvement** -- new Scholarship Brochure -- \$10,000.
2. **Personnel** – Advancement Services Specialist for Scholarship Support – Part-time: \$18,000; Full-time -- \$25,000-\$28,000
3. **Technology** – Annual software license for STARS – \$7,700; New software for dual-credit and College Connections scholarship programs -- \$5,000

Assessment Method/Date:

1. Advancement Services Specialist for Scholarship Support hired by August 31, 2014.
2. Scholarship page on College website updated and new scholarship information added by August 31, 2014.
3. STARS presentations to area high schools as requested and evidenced by appointments calendar by August 31, 2014 and on-going.
4. Continue “one stop shop” scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with STARS or other scholarship applications by August 31, 2014 and on-going.
5. Review another on-line scholarship application software for use in the dual credit and college connections scholarship programs by August 31, 2014.
6. STARS annual license renewed by March 1, 2014.
7. Scholarship program brochure designed and implemented by August 31, 2014.
8. Increased funding for scholarships achieved by August 31, 2014.
9. Presentations to Vernon College student groups about the availability of scholarships by August 31, 2014.
10. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by August 31, 2014.
11. Number of targeted press releases and letters sent by August 31, 2014.

President/Effectiveness

Objective #1: The College will utilize assessment data and planning information from all components of the institution to develop an Annual Technology Action Plan.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
Actions: <ol style="list-style-type: none">1. Monitor and ensure that Assessment and Planning calendars are followed2. Ensure production of Annual Technology Action Plan
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: Completion of Assessment Calendar and planning calendar as evidenced by minutes, Communication Reports, agendas and meeting notes Date: Ongoing annual review with summation by July 1

Objective #2: The College will utilize assessment data and planning information from all components of the institution to develop a three to five year technology plan. The plan will include infrastructure needs as well as a well-defined PC replenishment plan.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
Actions: <ol style="list-style-type: none">1. Require each component of the College to submit a three to five year plan
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by submitted plans Date: Annual with review by July 1

Objective #3: The College will support the technology infrastructure through appropriate resources allocation decisions.
Responsibility: President
Statement of Need: To ensure efficient and effective purchasing processes
Actions: <ol style="list-style-type: none">1. Ensure development of a Technology Plan2. Monitor and ensure budget development3. Continue utilization of third party IT vendor to ensure successful IT infrastructure and operations
Resources and Approximate \$: Institutional Improvement, no \$
Assessment Method/Date: As evidenced by Technology Plan and budget Date: Annual with summation by July 1

Objective #4: Maintain and enhance technology infrastructure of the President's Office
Responsibility: Administrative Secretary to the President
Statement of Need: To ensure continuous maintenance and enhancement of technology in order to accomplish primary responsibilities of Institutional Advancement, Human Resources, and Institutional Effectiveness

Actions:

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

Resources and Approximate \$: Institutional Improvement, no \$

Assessment Method/Date: As evidenced by inventory list and budget **Date:** Annual with summation by January 1