Technology

Vernon College Annual Action Plan 2016-2017
by Priority Initiative

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

Admissions, Records and Financial Aid

Objective #1: Improve financial aid advising services to both prospective and enrolled students
Responsibility: Director of Financial Aid
Statement of Need: Benchmarks from CCSSE denote need for improved financial aid advising and outreach services to prospective and enrolled students
Actions: 1. Participate in New Student Orientation (NSO) 2. Participate in Chap Express 3. Outreach to financial aid applicants with personalized letter from VC President 4. Provide Financial Aid outreach presentations to high school students/parents, counselors, and community members 5. Review CCSSE scores and results with staff and discuss ideas for improvement of Financial Aid advising and services 6. Explore additional texting of students in order to improve communications 7. Explore focus group to seek suggestions for improvement of financial aid services 8. Explore creation of Financial Aid Webinar
Resources and Approximate $: Institutional Improvement: Time, Effort, and Supplies (approx. $1,250) <mark>Technology</mark>: Texting software of $3,000
Assessment Method: Improvement of CCSSE benchmarks   **Date:** August

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
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;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012*. Since implementation of the Award Spring (formerly STARS) online scholarship applications for non-dual credit scholarships, applications have continued to increase: 177% in year 1; 197% in year 2; 217% in year 3; and 225% in year 4. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that are open to our students to continue their college careers once they leave Vernon College. Furthermore, students must have an identified office to go to and identified person(s) to speak with for help with scholarships applications or more information.   The 2013 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. Increase Alumni awareness of the need for scholarship funds through the Ex-Students E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific affinity groups during 2015-2016.
3. Continue to utilize the AwardSpring Online Scholarship Application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with AwardSpring (formerly STARS) information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students. Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra ISD, Throckmorton ISD, WFISD and Windthorst ISD College Connections Scholarship Programs.
8. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students. Also continue outreach to Home School Students.

9. Work with the Early College Start Coordinator and the Admissions Office to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations about the college's online application process as requested.
11. From September to December review AwardSpring student application progress on a bi-weekly basis to determine which applications are incomplete. In January and February review student application progress on a weekly basis. With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.
13. Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with the donors of building scholarships to achieve funding resolution.
15. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.
16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for "orphan" scholarship funds in the College endowment pool.

Resources and Approximate $:
1. Institutional Improvement: Scholarship marketing tool -- $3,500
2. Technology: Renew annual AwardSpring (formerly STARS) Software License -- $9,000

Assessment Method: **Date:**
1. Scholarship page on College website updated and new scholarship information added by **August 31, 2017 and on-going**.
2. AwardSpring presentations as requested; evidenced by appointments calendar by **August 31, 2017 and on-going**.
3. Continue "one stop shop" scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with AwardSpring (formerly STARS) or other scholarship applications by **August 31, 2017 and on-going**.
4. AwardSpring annual license renewed by **September 30, 2016**.
5. Scholarship marketing tool designed and implemented by **November 30, 2016.**
6. Number of targeted press releases and letters sent by **March 1, 2017**.
7. Increased funding for scholarships achieved by **August 31, 2017**.
8. Presentations to Vernon College student groups, as requested, about the availability of scholarships by **August 31, 2017**.
9. Chair the Vernon College Scholarship Committee in March-April and prepare annual report by **August 31, 2017**.
10. Building scholarships resolved by **August 31, 2017 and on-going**.
11. Transfer policy developed and approved by **December 2016**.

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

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

Statement of Need: As a result of the work undertaken by the Integrated Marketing/Recruiting Task Force during 2012-2013, the need for a comprehensive marketing/recruiting program was identified. The Task Force formulated a set of recommendations, the first of which was that the task force become a standing committee. Using this set of recommendations as a guide, the Committee will continuously facilitate, monitor, and improve a comprehensive integrated marketing and recruiting plan which results in equitable, consistent and effective marketing, recruiting and enrollment management practices.

Actions:
1. Ensure the implementation of the integrated marketing/recruiting recommendations made by the 2013 Task Force and approved by the administrative team by evolving the recommendations into the Vernon College Integrated Marketing/Recruiting Plan. Co-Chair the Integrated Marketing/Recruiting Committee with the Director of Admissions and Records.
2. Consistently monitor the Integrated Marketing/Recruiting Plan to ensure participation and action of responsible parties and/or departments and report to the President in January and July on completion of actions directed by the plan via the committee mid-year and end-of-year reports.
3. Work with a marketing consultant to continue to implement marketing strategies through advertising and social media to help educate the citizens in our 12 county service area about the value and economic impact of Vernon College in this region.
4. Continuously review current policies, procedures, processes, practices, timelines, and functions and make suggested additions, deletions, and changes to ensure optimum use of marketing strategies and a cohesive visual identity for Vernon College.
5. Work with the Director of College Effectiveness to annually review the State of Texas education plan goals and results for participation and success.
6. Review and make recommendations for Vernon College retention plans and results.
7. Make recommendations to the President and the Administrative Council.
8. Assist the Advancement Specialist – Recruiting and Early College Start Coordinator with marketing needs and on-site events as requested.
9. As required by SACSCOC CP 3.14.1 and FR 4.6 and as stated in the Vernon College Employee Handbook (page 84) review and approve all marketing materials for all college programs and recruiting efforts.
10. Continue the AwardSpring Scholarship program and continue to enhance the scholarship website.
11. Develop social media policies and guidelines for Facebook and Twitter and other social media programs.
12. Create a general FAQ document by merging various FAQ documents previously published by some departments and post prominently on the College website and review annually.
13. Conduct regular reviews of the website focusing on: enhancements that can/should be implemented; to ensure cohesiveness; develop and share best practices for the site; and recommended policies and guidelines.
14. Review existing marketing policies, processes and procedures and develop new policies, processes and procedures as needed.
15. With the Admissions Department, develop and implement a strategic plan for recruiting minority and male students.
16. Create videos and testimonials, "Why attend Vernon College," for posting to the web site.

17. Continue participation in community-wide events such as, but not limited to: Café con Leche, Calle Ocho, Coalition for Hispanic Education; Vernon College on-site recruiting and marketing events, The Kemp Home and Garden Show, MLK Breakfast, African-American Coalition annual education banquet, Zavala annual banquet, River Bend Nature Center ElectriCritters, etc.
18. Continue to investigate and, when appropriate, implement best practices in integrated marketing/recruiting to benefit the College.
19. Develop, as needed and feasible, now strategies to continue to improve the work of the Integrated Marketing/Recruiting Committee.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)
1. Institutional Improvement: Crane West marketing firm for advertising, printing, social media advertising -- $70,000; Maintain Vernon College give-away items -- $20,000; Polo shirts for new employees as needed -- $1,000; CTE marketing/recruiting event -- $12,000; Funds to support outside sponsorships such as Calle Ocho, the Martin Luther King, Jr. Breakfast, Riverbed Nature Center Electric Critters, Wichita Falls Literacy Council Annual Spelling Bee, the Hispanic Education Summit, Leadership Wichita Falls annual visit/lunch to Vernon College, Non-Profit Center of Wichita Falls Gingerbread Jubilee, area stock show sponsorships, Santa Rosa Rodeo, Vernon Summer's Last Blast, etc. -- $15,000;
2**.** Technology: Renew annual AwardSpring (formerly STARS) Software License – $9,000

Assessment Method: **Date:**
1. Monthly or bi-monthly meetings of the Integrated Marketing/Recruiting Committee and mid-year and annual reports filed. **January 2017 mid-year report and August 31, 2017 annual report.**
2. Giveaways for all college activities on-going management through the Office of Institutional Advancement by **August 31, 2017 and on-going**.
3. Maintain the College Connections and Catching the Future dual credit scholarship programs by **August 31, 2017 and on-going**.
4. Maintain relationship with Marketing Consultant by **August 31, 2017 and on-going**.
5. Annual website review by **August 31, 2017 and on-going**.
6. Policies, processes and procedures relevant to Integrated Marketing/Recruiting developed and implemented by **August 31, 2017 and on-going**.

Student Services

Student Success Pathway

Objective #4 : Conduct and evaluate the effectiveness of Chaps Express and New Student Orientation
Responsibility: SSP Team
Statement of Need: An identified need for intervention for "at-risk" groups including developmental, early alert, and academic probation and suspension, and new to college.
Actions: 1. Conduct Chaps Express sessions on both the Vernon Campus and at Century City Center 2. Evaluating Chaps Express surveys and student interviews 3. Assist with conducting New Student Orientations on both the Vernon Campus and Century City Center 4. Evaluating NSO surveys and feedback from the SSP Task Force

Resources and Approximate $: Chaps Express**:** Institutional Improvement-$1800; <mark>Technology</mark> (for SurveyMonkey)-$260 New Student Orientation: Institutional Improvement-no$, Student Services funds for print materials-$500
Assessment Method: Surveys, student interviews, number of sessions conducted, number of participants each semester (formative); number of students completed/retained, etc. (summative); documented recommendations based on trainings and task force oversight (ongoing). **Date:** August 2017

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 #5: Improve student access to library information through the use of an information kiosk.
Responsibility: Director of Library Services, Dean of Instructional Services
Statement of Need: Surveys continue to show a need to better promote services available to students and faculty. An information kiosk offers an ideal means for advertising library services at a variety of venues. The all-in-one computer will be easier to setup and more readily available when needed. The library is currently utilizing a touch screen monitor and laptop borrowed from the VCIC. However, the VCIC laptops are in high demand and checked out much of the time.
Actions: 1.   Purchase an all-in-one computer/monitor with touch screen monitor.
Resources and Approximate $: <mark>Technology</mark> $584.99
Assessment Method: The computer will be available for use by the start of the Fall Semester 2016   **Date:** September 1, 2016

Office of the President

Institutional Advancement

Objective #1 : Utilize various fundraising methods to respond to and support improved education and student support services, particularly in the area of scholarship support and grantsmanship.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Advancement Specialist – Grant Developer
Statement of Need: Philanthropic support provides increased funding for the "tools" that support educational quality, support services, student learning, student retention, and certificate/degree completion or transfer by students. Grant proposals, with the assistance of appropriate faculty and staff, can be written and submitted for specific programs, departments, the College as a whole, and scholarship support.

Additionally, current donors are solicited and alumni, prospective individuals and corporations can be identified, cultivated and solicited for philanthropic support.

Actions:

1. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal and state grant programs to determine viability for Vernon College support. Send the information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to assist in the preparation and electronic submission of proposals through grants.gov, Fastlane, etc.
5. 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. Continue to serve as the Grant Manager for the college's Title III Grant.
11. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

Resources and Approximate $:

1. Institutional Improvement: 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. Personnel: Advancement Specialist -- Grant Developer -- $35,000 - $40,000

3. Technology: Renew annual Raiser's Edge software license -- $9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- $4,000. Implementation of on-line giving -- $5,000
Assessment Method: **Date:**
1. Sustained giving by current donors as well as new donors to the College and Foundation 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, 2017**.   2. On-line giving capability implemented by **August 31, 2017**.   3. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016**   4. 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 2014-2015 fiscal year by **August 31, 2017**.   5. Title III Year 2 funding received **October 1, 2016.**   6. Advancement Specialist -- Grant Developer hired by **September 30, 2016**.   7. 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, 2017 and ongoing**.

President/Effectiveness

Objective #3: The College will continue to develop appropriate assessment data for course and programmatic decision making.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: Utilization of results from Assessment Calendar for improvement
Actions: 1. Support and encourage innovative, creative and consistent assessment activities   2. President will insist that all program decisions are based on appropriate data   3. Monitor the Assessment Calendar for completion   4. Implementation of new ERP/SIS to make data more easily accessible.
Resources and Approximate $: Institutional Improvement, no $; Technology, Title III funds
Assessment Method/Date: As evidenced by agendas, minutes and meeting notes from division, department and committee meetings; Communication Reports as part of Assessment Calendar process; Title III interim and annual reports **Date:** Ongoing annual review with summation by July 1

Priority Initiative #3:   **Incorporate general education outcomes throughout the institution and develop assessment measures to evaluate their achievement.**

Priority Initiative #4:

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

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

Office of the President

Enterprise Resource Planning/Student Information System

Objective #1 : Provide students, faculty, staff, and administration with the necessary information and data needed to make informed decisions by scheduling training with the ERP provider
Responsibility: Student Information Software Coordinator, SIS Task Force
Statement of Need: Replacement of legacy system funded through the Title III grant

Actions:
  1. Installation of the new ERP System
  2. Migration of data into the new ERP System

Resources and Approximate $: Technology/ Title III Grant Funding
Assessment Method: SIS Installation completed   **Date:** December 2016 **Assessment Method:** Migration of data completed   **Date:** May 2017

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

Admissions, Records and Financial Aid

Objective #2 : Compliance with SACSCOC Comprehensive Standard 3.9 Student Affairs and Services   3.9.3
Responsibility: Dean of Admissions & Financial Aid/Registrar, Director of Admissions and Records, and Director of Financial Aid
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:
  1. Monitor admission application volume and unduplicated enrollments for adjustments or additions to staffing for Admissions and Records Office
  2. Monitor FAFSA applicant volume and total dollars awarded for adjustments or additions to staffing for Financial Aid Office

Resources and Approximate $: Personnel: Classified II positions as needed per volume (Est. $20,000) per position

Technology: Computer ($1,100)   Telephone ($250)   and Printer ($250) per position
Facilities: Desk and chairs for above position ($500 est.) per position
Assessment Method: Enrollment numbers from THECB 001 and 00A reports on credit and non-credit students **Date**: March   FAFSA volume and annual dollars of aid awarded   **Date:** November

Office of the President

Enterprise Resource Planning/Student Information System

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

Actions:
   1.   Installation of the new ERP System
   2.   Migration of data completed and tested

Resources and Approximate $: Technology/Title III Funds
Assessment Method: SIS Installation Completed   **Date:** December 2016 **Assessment Method:** Migration of Data Tested as Functional   **Date:** May 2017

Institutional Advancement

Objective #1: Respond to College funding needs through various fundraising methods.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation; Advancement Services Specialist; Coordinator of Marketing and Alumni Relations; Advancement Specialist – Grant Developer
Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support; endowed positions, and program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as faculty/staff professional development, program/department support, or equipment.
Actions:

1. 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 gifts, planned giving, and grant programs.
2. Implement on-line giving through the Vernon College website.
3. Research federal, private funder, and state grant programs to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities.
4. Work with faculty and staff to prepare and submit proposals to public and private funding agencies.
5. 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.
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. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.
9. Participate in the TACCF Annual Conference.
10. 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.
11. 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.
12. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.
13. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.
14. Work with the President, the Dean and Associate Dean of Instructional Services to encourage faculty and staff participation in grant writing on behalf of their programs and/or professional development opportunities.
15. Continue to build support for the Vernon College Foundation Annual Auction.
16. Attend relevant training programs in grantsmanship including grant writing, management, budgeting and evaluation methods.
17. Continue to serve as the Grant Manager for the college's Title III Grant.

18. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

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; attend the CRD Federal Funding Task Force and the CRD Annual Conference and TACCF Conference -- $7,000. NCMPR Regional and Annual Conferences, TACCM 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. Personnel: Advancement Specialist -- Grant Developer -- $35,000 - $40,000
3. <mark>Technology:</mark> Renew annual Raiser's Edge software license -- $9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- $4,000. Implementation of on-line giving -- $5,000. Renew annual MaestroSoft Pro Auction Software License -- $4,000.

Assessment Method: Date:
1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016**.
2. Sustained giving by current donors as well as new donors to the College and Foundation 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, 2017**.
3. On-line giving capability implemented by **August 31, 2017**.
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016.**
5. 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 2014-2015 fiscal year by **August 31, 2017**.
6. Title III Year 2 funding received **October 1, 2016.**
7. 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, 2017 and ongoing**.
8. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2017**.
9. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2017**.
10. 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, 2017**.

11. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2017 and on-going**.
12. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by **March 15, 2017**.
13. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **October 2016**.
14. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2017**.
15. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2017**.
16. Annual software licenses/maintenance contracts renewed by **August 31, 2017**.
17. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2017 and on-going**.
18. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2017 and on-going.**
19. Old giving records project completed by **August 31, 2017**.

President/Effectiveness

Objective #4: The College will provide appropriate technological resources to monitor compliance of standards and submission of SACSCOC Compliance Certification Report.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To meet expected SACSCOC criteria
Actions: 1. Maintain Compliance Assist software license
Resources and Approximate $: Technology, $5800
Assessment Method/Date: As evidenced by budget, license renewal and submitted report   **Date:** November
Results: Achieved   Not Achieved   In Progress
Assessment Data/Evidence:
Use of Results for Improvement:

Quality Enhancement – Division of Institutional Effectiveness

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

Resources and Approximate $:
Institutional Improvement: no $
Technology: TOTAL: $2,520.44
4 Camtasia Software License Upgrades – $570.56 [$142.64 ($134.25 + $8.39 Maintenance) X 4 Computers (1/2 QERI Laptops)]
2 Survey Monkey License Renewal - $600.00
iPad Replenishment (2 iPad Air2 Wifi 16GB) - $1,199.98 [$499.99 (2) + $100.00 (2 Case/Keyboard)]
Reflector2/AirParrot2 License Upgrades – $149.90 [$14.99 X 10 Licenses]

Assessment Method/Date:
1. Feasibility Reviews, Agendas, Minutes, Approved Budget. August 2017
2. Quality Enhancement Resource Inventory log. December 2016 & May 2017
3. Provide results from satisfaction survey. July 2017

Objective #2 : Support the Title III Initiative: Provide students, faculty, staff, and administration with the information they need to make data informed decisions

Responsibility: SIS Coordinator, ERP-SIS Task Force, SIS Implementation Team

Statement of Need: Replacement of the legacy system funded through the Title III grant

Actions:
1. Continue to serve on the ERP-SIS Task Force and SIS Implementation Team in a leadership capacity.
2. Assist with communication, training, and assigned tasks as they relate to the installation of the new ERP System.

Resources and Approximate $: Technology/Title III Funds

Assessment Method/Date:
1. Agendas, Minutes, Scheduled Trainings July 2017

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

Admissions, Records and Financial Aid

Objective #1 : Maintain and enhance technology infrastructure of the Admissions and Records Office
Responsibility: Director of Admissions and Records
Statement of Need: Admissions and Records must continuously maintain and enhance their technology in order to accomplish their primary responsibilities, meet students expectations for services, and comply with THECB and SACS requirements
Actions: 1. Monitor IT "Replacement List" for desktop computers for Admissions and Records staff of 12   2. Purchase 2 replacement printers for Admissions and records staff of 12   3. Monitor age of Scanners for replacement due to usage
Resources and Approximate $: Technology: Scanners 1 @ $1,000 = $1,000   Dell or HP Printers 2 @ $750 = $1,500
Assessment Method/Date: Purchase of above before or during current academic year   **Date:** August

Objective #2 : Maintain and enhance technology infrastructure of the Financial Aid Office
Responsibility: Dean of Admissions and Financial Aid/Registrar and 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, meet students expectations for services, and comply with Department of Education (DOE) technology requirements
Actions: 1. Monitor IT "Replacement List" for desktop computers for Financial Aid staff of 10   2. Purchase 2 replacement printers for Financial Aid staff of 10   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 1 @ $1,000 = $1,000   2. Printers 2 @ $750 = $1,500 3. DOE required processing computer (Est. $1,500)
Assessment Method: Purchase of above before or during current academic year.   **Date:** 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; current equipment no longer supported

Actions:
 1. Continue to investigate alternative equipment and/or technologies to Tandberg ITV systems including
    a) CISCO systems
    b) SKYPE for Business (currently available in Microsoft Office 365)
    c) Canvas Big Blue Button

Resources and Approximate $: None? – <mark>Technology</mark> funds currently budgeted for support of ITV rooms
Assessment Method: Recommendation from Technology committee   **Date:** January 15, 2017

Office of the President

Athletics

Objective #1: Integrate current and readily available technology assets for: 1) improvement of fan experience and increasing athletic program visibility; and 2) increasing the opportunities for academic success among currently enrolled student athletes.
Responsibility: Athletic Director, Assistant Athletic Director, Softball Coach, Baseball Coach, Volleyball Coach, Rodeo Coach.
Statement of Need: The athletic department is commonly referred to as the gateway to an educational institution because the far reaching appeal of sports garners interest in the campus and stimulates inquiries about academic programs offered that lead directly to student enrollment. Additionally, there is direct correlation between the availability of appropriate educational technology and improved student athlete performance.
Actions: 1. Provide internet connectivity at the baseball and softball game facilities and the competition gym.   2. Allow option of in game, real-time scoring of softball and baseball games with the use of table based (iPad) digital scorebook systems (Game Changer digital scorebook for softball and baseball).   3. Provide the option of video recording of games (softball, baseball, and volleyball) and practices (softball, volleyball) for archiving, scouting, and the promotion of our student athletes to four year colleges/intuitions to continue their playing careers.   4. Utilize campus technology resources for the purposes of live stream broadcasting of games for improvement of fan accessibility and promotion of the Vernon College Athletics brand (bringing traffic to the Vernon College web site).   5. Utilize campus computer labs/classrooms to provide all team members online access during study hall sessions (softball, baseball, rodeo, and volleyball).

6. Provide student athletes with personal USB hard drives for use in the creation and storage of academic assignments (softball).
7. Purchase of two Verizon Jetpack wireless internet routers for use on bus trips (softball, baseball and volleyball) and maintenance of a 30GB per/month subscription.

Resources and Approximate $: Facilities, <mark>Technology</mark>; Campus facilities, camera equipment and memory cards, campus internet access, Verizon Jetpacks and monthly subscription divided amongst softball, baseball, and volleyball each month, previous Vernon College Foundation grant, Quality Enhancement department assets (iPads and broadcasting hardware).

Assessment Method: Review of student athlete academic performance via GPA review/parent and fan feedback on the availability and quality of video content from home games. **Date:** Summer 2017

Information Technology

Objective #1: Adhere to Best Practices IT Replenishment Strategy

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 90 Faculty PCs, 100 Lab use PCs
2. Roll out 10 faculty and staff PCs per month and replace 1 lab per Holiday break.

Resources and Approximate $: <mark>Technology</mark> $137,871.30

Assessment Method: Documentation of purchases via the VC IT Budget and Replenishment Completion Schedule. **Date:** August 31, 2016

Objective #2: Explore opportunities to better current ITV solutions/experience

Responsibility: Run Business Solutions

Statement of Need: To provide students with a better distance learning experience and provide a solution for video conferencing for faculty and staff.

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

Resources and Approximate $: <mark>Technology</mark> $TBD

Assessment Method: Form action committee and access need **Date:** August 31, 2016

Objective #3: Skype for Business Enterprise Voice – Cloud Hosted / Highly Available

Responsibility: VC Administration/Faculty and Run Business Solutions

Statement of Need: To replace the current phone system with a more advanced unified communication system.

Actions:
1. Research and evaluate the benefits of a unified communication system

2. Form action committee and access need
Resources and Approximate $: Technology $TBD
Assessment Method: Documentation of appointment of Selection Committee, meeting notes and recommendation. **Date:** August 31, 2016

Objective #4: Explore Business Continuity for VC Critical Applications/Servers
Responsibility: VC Administration/Faculty and Run Business Solutions
Statement of Need: Leverage Business Continuity as a Service to ensure always on access to VC resources both faculty and student facing.
Actions: 1. Engage respective vendors and explore options for high availability and business continuity during a disaster
Resources and Approximate $: Institutional Improvement and Technology
Assessment Method: **Date:** August 31, 2016

Objective #5:   Leveraging Office365 for Students
Responsibility: VC Administration/Faculty and Run Business Solutions
Statement of Need: Maximize use of Office365 collaboration and tools to enhance student experience.
Actions: 1. Form committee to evaluate ways the Office365 suite for students can be used to more effectively collaborate and educate.
Resources and Approximate $: Institutional Improvement and Technology
Assessment Method: Documentation of appointment of Selection Committee, meeting notes and recommendation. **Date:** August 31, 2016

Institutional Advancement

Objective # 1: Utilize existing software tools to support College, student, and alumni needs. Research new social media, on-line giving, email marketing and text messaging strategies as needed to benefit Vernon College students and the College as a whole as an aide to recruitment and retention. Continue enhancements to the website and social media as the primary "information source" for the College.
Responsibility: Director of Institutional Advancement/Executive Director, Vernon College Foundation, Coordinator of Marketing and Alumni Relations, Advancement Services Specialist, Advancement Specialist -- Grant Developer
Statement of Need: Students rely on social media, text messages, and email as a main source of information and with the ever changing technology we need to be contacting and informing our students of College information through the communications media they currently use. Updated software and technology is essential to providing services to benefit the College and its students. Software such as Raiser's Edge; AwardSpring -- the College's on-line scholarship application; the Metasoft Foundation/Corporation Funding search engine; MaestroSoft Pro Auction software and on-line giving assists in College and Foundation development/advancement efforts such as donor identification, cultivation, recognition, and solicitation; scholarship support for our students; and grantsmanship. Additionally, as College and student needs continue to increase it is necessary to research other software and technology that can help Institutional Advancement develop and/or enhance

its strategies to become even more effective and efficient.   Updated technological equipment is also essential to the efficient and effective operations of the IA Department. This will aid in meeting the KPIA benchmarks: *At or above 33% the number of twelve county high school graduates who attended college choose Vernon College; At or above small college group percent of full-time, first-time degree/certificate-seeking undergraduate students who received grant or scholarship aid from the federal government, state/local government, or the institution, or loans by type of aid;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012.*

Actions:

1. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

2. Enhance existing philanthropy efforts and, utilizing the Raiser's Edge (RE) software, design and implement various segmented philanthropy programs such as annual giving, major and leadership gift, planned giving, and grant programs.

3. Using the Metasoft Foundation/Corporation Funding software, research potential foundations and corporations to determine viability for Vernon College support.

4. 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.

5. Research additional software, technology, on-line giving tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.

6. Assist faculty and staff with the preparation and submission of proposals to public and private funding agencies. Private funders will be researched through the Metasoft funding search software. Public funders will be researched through various search engines such as grants.gov.

7. Assist students with the completion of their AwardSpring applications.

8. Utilize targeted marketing strategies such as press releases, letters, social media, recruiting emails and postcards to service area high schools to promote county- and high school graduate-restricted scholarships in those counties and high schools.

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. Utilize Mail Chimp to keep in touch with current and prospective students and alumni.

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

1. Personnel: Advancement Specialist -- Grant Developer -- $35,000 - $40,000
2. Technology: Renew annual Raiser's Edge software license -- $9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- $4,000. Implementation of on-line giving -- $5,000. Renew annual MaestroSoft Pro Auction Software License --

$4,000. Renew AwardSpring annual software license -- $9,000 and on-line giving tool -- $5,000. Alumni E-Newsletter -- $4,500. Funds to obtain other relevant software licenses if it is determined that such a license will enhance/upgrade the ability of Institutional Advancement to increase support of college funding needs.

Assessment Method: **Date:**
1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016**.
2. Annual software licenses/maintenance contracts renewed by **August 31, 2017**.
3. On-line giving tool implemented by **August 31, 2017.**
4. 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, 2017 and on-going**.
5. Funding sources researched through Metasoft software by **August 31, 2017 and on-going**.
6. Students assisted with 2016-2017 AwardSpring Applications by **March 1, 2017**.
7. Targeted social media data analytics reports and on-line giving data reports by **August 31, 2017 and on-going**.

Training sessions attended and enhancement strategies developed, conference notes by **August 31, 2017 and on-going**.

President/Effectiveness

Objective #1: The College will utilize assessment data and planning information from all components of the institution to develop an <mark>Annual Technology Action Plan</mark>.
Responsibility: President and Director of Institutional Effectiveness
Statement of Need: To ensure effective and efficient purchasing processes
Actions: 1. Monitor and ensure that Assessment and Planning calendars are followed   2. Ensure production of Annual Technology Action Plan   3. Review IT Management Annual Report
Resources and Approximate $: <mark>Institutional Improvement,</mark> no $
Assessment Method/Date: Completion of Assessment Calendar and planning calendar as evidenced by minutes, Communication Reports, agendas and meeting notes, IT Management Annual Report   **Date:**   Ongoing annual review with summation by July 1

Objective #2: The College will utilize assessment data and planning information from all components of the institution to develop a <mark>three to five year technology plan.</mark> 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: 1. Require each component of the College to submit a three to five year plan

Resources and Approximate $: <mark>Institutional Improvement</mark>, no $
Assessment Method/Date: As evidenced by submitted plans   **Date:** Annual with review by July 1

Objective #3: The College will support the technology infrastructure through appropriate resources allocation decisions.
Responsibility: President
Statement of Need: To ensure efficient and effective purchasing processes
Actions: 1. Ensure development of a <mark>Technology Plan</mark> 2. Monitor and ensure budget development 3. Continue utilization of third party IT vender to ensure successful IT infrastructure and operations 4. Review IT Management Annual Report 5. Implementation of new ERP/SS including all infrastructure requirements
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $; Technology, Title III funds
Assessment Method/Date: As evidenced by Technology Plan and budget, IT Management Annual Report; Title III Interim and Annual Reports **Date:** Annual with summation by July 1

Quality Enhancement – Division of Institutional Effectiveness

Objective #1: Ensure the viability of educational technologies through the <mark>Quality Enhancement Resource Inventory (QERI)</mark>.
Responsibility: Criquett Lehman, Director of Quality Enhancement
Statement of Need: The first Quality Enhancement Plan (VConnected) was integrated 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 is provided by the Technology Committee. 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. Review and update the charge of the Technology Committee as needed. 3. Implement a Technology Request Process to ensure communication across departments, appropriate timeline for project completion, and availability of training and support. 4. Provide training and support to end users through appropriate resources. 5. Provide technical and operational support at Board of Trustees meetings.
Resources and Approximate $: <mark>Institutional Improvement</mark>, no $; <mark>Technology,</mark> no $

Assessment Method/Date:
1. Committee Charge, Agendas, Minutes, QERI Log (Board of Trustees support). July/August 2017

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; Advancement Services Specialist; Coordinator of Marketing and Alumni Relations; Advancement Specialist – Grant Developer
Statement of Need: Philanthropic support provides increased funding for the "tools" that support student learning, retention, and certificate/degree completion or transfer by students. The Vernon College Foundation is the repository of philanthropic funds that will support College needs. These needs have been identified in the areas of endowed and non-endowed scholarship support; endowed positions, and program and general fund support. New individual donors, both alumni and non-alumni, must be identified and cultivated, as well as current donors retained, and lapsed donors encouraged to renew their support. Donors and prospects respond to different methods of fundraising depending upon their social, cultural, and economic circumstances. Additionally, strong donor stewardship/donor relations program using donor recognition societies, both annual and aggregate, provide a visible means of recognizing and encouraging prospects to become donors. Grant opportunities, from both private and public funding agencies, can be pursued to support specific needs of the College such as faculty/staff professional development, program/department support, or equipment.
Actions: 1. 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 gifts, planned giving, and grant programs. 2. Implement on-line giving through the Vernon College website. 3. Research federal, private funder, and state grant programs to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to the faculty that may be interested in pursuing a grant and contact support service components of the College about potential grant opportunities. 4. Work with faculty and staff to prepare and submit proposals to public and private funding agencies. 5. 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.

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. Continue to participate in the Council for Resource Development Federal Funding Task Force and the Annual Conference to develop relationships with Federal agencies on behalf of Vernon College, to gather the most up-to-date information about grant opportunities, and to build a network of colleagues that may facilitate grant collaboration.

9. Participate in the TACCF Annual Conference.

10. 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.

11. 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.

12. Research additional software tools and evaluate for potential implementation to enhance Institutional Advancement efforts on behalf of the College and Foundation.

13. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.

14. Work with the President, the Dean and Associate Dean of Instructional Services to encourage faculty and staff participation in grant writing on behalf of their programs and/or professional development opportunities.

15. Continue to build support for the Vernon College Foundation Annual Auction.

16. Attend relevant training programs in grantsmanship including grant writing, management, budgeting and evaluation methods.

17. Continue to serve as the Grant Manager for the college's Title III Grant.

18. Hire an **Advancement Specialist -- Grant Developer** to research, coordinate the preparation of, and write grants for the benefit of specific programs and/or the college. This individual will research both private and public grant opportunities as well as develop policies, procedures, and processes specific to grantsmanship. Utilize consulting services in the preparation of major grant proposals as needed. Using the Metasoft Foundation/Corporation Funding software as well as other available grant research tools, research potential foundations and corporations to determine viability for Vernon College support. Send information to the Dean of Instructional Services for dissemination to faculty and initiate contact with support service components of the College about potential grant opportunities. Knowledge of grant guidelines and federal regulations about grants.

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

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; attend the CRD Federal Funding Task Force and the CRD Annual Conference and TACCF Conference -- $7,000. NCMPR Regional and Annual Conferences,

TACCM 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. Personnel: Advancement Specialist -- Grant Developer -- $35,000 - $40,000
3. <mark>Technology:</mark>   Renew annual Raiser's Edge software license -- $9,500. Renew annual Metasoft Foundation/Corporate Funding search software license -- $4,000. Implementation of on-line giving -- $5,000. Renew annual MaestroSoft Pro Auction Software License -- $4,000.

Assessment Method: **Date:**

1. **Advancement Specialist -- Grant Developer** hired by **September 30, 2016**.
2. Sustained giving by current donors as well as new donors to the College and Foundation 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, 2017**.
3. On-line giving capability implemented by **August 31, 2017**.
4. Submission of the annual Voluntary Survey for Aid to Education (VSE) by **October 1, 2016.**
5. 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 2014-2015 fiscal year by **August 31, 2017**.
6. Title III Year 2 funding received **October 1, 2016.**
7. 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, 2017 and ongoing**.
8. New annual giving clubs, lifetime giving societies, and planned gift society revised and relaunched, depending upon the availability of funds, by **August 31, 2017**.
9. Presidential-level donor recognition event held and donor recognitions, depending upon the availability of funds, by **August 31, 2017**.
10. 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, 2017**.
11. Prospects identified and donors and prospects cultivated using standard "moves management" plans as evidence by reports noted above by **August 31, 2017 and on-going**.
12. Increased items given to and participation in the Vernon College Foundation Annual Auction as evidenced by dollars raised and matched by the Foundation by **March 15, 2017**.
13. Participate in the CRD Federal Funding Task Force and Annual Conference, conference notes and funding agency notes – **October 2016**.
14. Develop best practices, policies, definitions, and procedures for utilizing the RE database by **August 31, 2017**.
15. Attend grant writing/management workshops, conferences, seminars, institutes, webinars; tools and techniques learned will be incorporated in the College grant program by **August 31, 2017**.
16. Annual software licenses/maintenance contracts renewed by **August 31, 2017**.
17. Research for possible incorporation into Institutional Advancement program new electronic/software tools that will enhance IA strategies effectively for the College by **August 31, 2017 and on-going**.

18. Alumni records researched and information added to the Raiser's Edge (RE) database by **August 31, 2017 and on-going.**
19. Old giving records project completed by **August 31, 2017**.

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; 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 old student files in the college database, microfilm, other archival and public records to add the relevant information to the Raiser's Edge (RE) database using Prospect Research best practice methodologies.
3. Contract with Blackbaud Target Analytics as needed or at least every 2 years to secure current alumni address, email, and telephone information.
4. Utilize social networking media and other technological tools to maintain contact with identified alumni and as a recruiting vehicle for the Vernon College Ex-Students Association.
5. Using segmentation through the RE database, develop and implement affinity group alumni annual events such as the program specific and athletic team events.
6. Research different Distinguished Alumni Recognition Programs and develop and implement a plan for a program best suited to Vernon College's Ex-Students Association.
7. Obtain alumni recognition items for alumni events to use a cultivation/recognition activities aimed at strengthening alumni ties with Vernon College.
8. Continue an Alumni specific communications vehicle using an E-Newsletter format distributed through an electronic communications vehicle such as Mail Chimp.
9. Provide professional development opportunities for the Coordinator of Marketing and Alumni Relations and proposed Alumni Relations Specialist to attend alumni training programs.
10. Research and build an extensive alumni base that through contact such as the Ex-Students e-newsletter, alumni events, and social media can be cultivated into donors. Making them aware of scholarship support opportunities and current and future needs of the College.
11. Non-computerized Alumni records researched and information added to the Raiser's Edge (RE) database.
12. Research and create events to involve alumni in the college.

Resources and Approximate $: (Facilities, Institutional Improvement, Personnel, Technology)
1. Institutional Improvement: Funds for annual affinity group alumni events -- $10,000; for alumni recognition items -- $5,000; Coordinator of Marketing and Alumni Relations participating in alumni training programs -- $4,500. Continuation of Alumni monthly E-Newsletter writing and design -- $3,500.

2. <mark>Technology:</mark> Alumni E-Newsletter distribution on a monthly basis using Mail Chimp -- $3,500.

Assessment Method:　　　　　**Date:**

1. Increased number of current alumni addresses, email and telephone numbers added to the RE database by **August 31, 2017 and on-going**.
2. Once added to RE, add alumni information to each record by **August 31, 2017 and on-going**.
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, 2017**.
4. Monthly Alumni E-Newsletter implemented with subscripting growth once new information is added by **August 31, 2017 and on-going**.
5. Coordinator of Marketing and Alumni Relations attendance at alumni training programs as evidenced by conference notes by **August 31, 2017.**

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

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;* and *At or above small college group percent of all undergraduates receiving aid by type of aid: Winter 2012-2013 and 2011-2012*. Since implementation of the AwardSpring (formerly STARS) Online Scholarship Application for non-dual credit scholarships, applications have continued to increase: 177% in year 1; 197% in year 2; 217% in year 3; and 225% in year 4. This trend is projected to continue. There is also a need to provide information about other non-Vernon College/Vernon College Foundation scholarships that are open to our students to continue their college careers once they leave Vernon College. Furthermore, students must have an identified office to go to and identified person(s) to speak with for help with scholarships applications or more information.   The 2013 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. Increase Alumni awareness of the need for scholarship funds through the Ex-Students E-Newsletter, Facebook page, Vernon College website and other social media and events leading to comprehensive alumni solicitations beginning in 2016-2017 with pilot solicitations to specific affinity groups during 2015-2016.
3. Continue to utilize the AwardSpring online scholarship application to facilitate scholarship applications.
4. Continue to enhance the scholarship page on the Vernon College website with AwardSpring information and its link as well as links to other outside scholarships that Vernon College students can apply for.
5. Continue the "Vernon College/Vernon College Foundation Scholarship Office" within the Office of Institutional Advancement as a one-stop shop to assist students with scholarship applications: College, Foundation, and non-College/Foundation scholarships that are open to Vernon college students.
6. Participate in any informational webinars presented by scholarship funders to obtain the current information about their scholarship programs in order to better serve our students. Communicate the information to our students via email, social media and campus advertising.
7. Manage the Vernon College Foundation Catching the Future Dual Credit Scholarship Program and the Archer City ISD, Iowa Park CISD, Electra ISD, Throckmorton ISD, WFISD and Windthorst ISD College Connections Scholarship Programs.
8. With the Early College Start Coordinator work with other service area ISDs to promote the benefits of creating a College Connections Scholarship Program for their high school students. Also continue outreach to Home School Students.
9. Work with the Early College Start Coordinator and the Admissions Office to maintain contacts with high school counselors to distribute information about the Vernon College/Vernon College Foundation Scholarship Program.
10. Make presentations about the college's on-line application process as requested.
11. From September to December review AwardSpring student application progress on a bi-weekly basis to determine which applications are incomplete. In January and February review student application progress on a weekly basis. With the Advancement Services Specialist, contact each student with an incomplete application to help them finish the application prior to the March 1 deadline.
12. Develop a scholarship marketing tool that provides the highlights of Vernon College/Vernon College Foundation Scholarships for distribution to area high schools and for use as a solicitation tool.
13. Utilize targeted marketing strategies such as press releases and letters, in addition to a scholarship marketing tool, to service area high schools to promote county- and high school graduate – restricted scholarships in those counties and high schools.
14. Work with the donors of building scholarships to achieve funding resolution.
15. Work with donors whose endowed scholarships reside in the College endowment to transfer those scholarships into the Foundation endowment to maximize earnings potential.
16. Develop and present a transfer policy for approval to the Vernon College Board of Trustees for "orphan" scholarship funds in the College endowment pool.

Resources and Approximate $:
1. Institutional Improvement: Scholarship marketing tool -- $3,500
2. Technology: Renew annual AwardSpring Software License -- $9,000

Assessment Method: **Date:**
1. Scholarship page on College website updated and new scholarship information added by **August 31, 2017 and on-going**.
2. AwardSpring presentations as requested; evidenced by appointments calendar by **August 31, 2017 and on-going**.
3. Continue "one stop shop" scholarship office and track number of calls, emails, and face to face meetings from students requesting assistance with AwardSpring or other scholarship applications by **August 31, 2017 and on-going**.
4. AwardSpring annual license renewed by **September 30, 2016**.
5. Scholarship marketing tool designed and implemented by **November 30, 2016.**
6. Number of targeted press releases and letters sent by **March 1, 2017**.

Priority Initiative #9:
Ensure institutional accountability through effective strategic planning and assessment processes.

Office of the President

Athletics

Objective #1: Obtain athlete feedback in regards to coaching staff.
Responsibility: Athletic Director, Assistant Athletic Director
Statement of Need: All departments within Student Services who have direct student contact are reviewed by students either through the SENSE, CCSSEE or internal surveys. At this time there is no opportunity for athletes to give anonymous feedback on the coaching staff. By developing a brief, valid and anonymous survey athletes will be able to give feedback related directly to coaching interactions with the athlete. The results of this feedback can be reviewed for use in annual planning, personnel reviews and the Institutional Effectiveness Planning process.
Actions: 1. Create an anonymous survey relating strictly to the coaching staff. 2. Each team member will complete the survey. 3. Review of survey with each coach by Athletic Director.
Resources and Approximate $: Institutional Improvement, Technology; Athletic Department time, continuation of survey monkey contract.
Assessment Method: Results of surveys   **Date:** March 2016