



HLC Accreditation Evidence

Title: Barton Community College Strategic Planning Framework

URL: <https://www.bartonccc.edu/planning/documents>

Office of Origin: Institutional Effectiveness

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BARTON STRATEGIC PLANNING FRAMEWORK

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Executive Summary

The Strategic Planning Framework is the context within which Barton Community College operates to achieve its Mission and Vision. This framework is the foundation of a strategic management approach in which Barton's leadership team takes responsibility for:

- Driving Student Success by tracking progress and improving teaching and learning.
- Cultivating Community Engagement by fostering and recognizing the value of partnership with community members and businesses.
- Optimizing the Barton Experience for students, the community, and employees by initiating dialogue and feedback opportunities.
- Emphasizing Institutional Effectiveness by defining data and resources critical to planning strategically for the college's current and future goals.

The decisions guided by this framework lead to continuous improvement of Barton's student services, instructional programs, community enrichment, and operations. In this model, planners at all levels use the framework as shared vision, mission, standards, data, and goals to evaluate and create departmental strategic plans. College leadership then allocates resources to support ongoing and future operations and projects that are essential to improving overall effectiveness.

Following are the Vision, Mission, Core Priorities, Strategic Goals, and Key Performance Indicators that together create the Strategic Planning Framework. Additionally, included are the means for reporting Barton's progress and adjustments along the path.

Vision

Our Vision describes our desired future:

Barton Community College will be a leading educational institution, recognized for being innovative and having outstanding people, programs and services.

Mission

Barton's strategic plan begins with, and is guided by the college Mission:

Barton offers exceptional and affordable learning opportunities supporting student, community, and employee needs.

Core Priorities

The college enacts the Mission through four standing Core Priorities:

- **Drive Student Success**
- **Cultivate Community Engagement**
- **Optimize The Barton Experience**
- **Emphasize Institutional Effectiveness**



Strategic Goals by Core Priorities

Strategic Goals are detailed means of achieving our Mission, Vision, and Core Priorities:

Drive Student Success

1. **Advance student entry, reentry, retention, and completion strategies.**
2. **Foster excellence in teaching and learning.**

Cultivate Community Engagement

3. **Expand partnerships & public recognition of Barton Community College.**

Optimize the Barton Experience

4. **Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.**

Emphasize Institutional Effectiveness

5. **Develop, enhance, and align business processes.**

Timeline

The Strategic Plan Framework creates a foundation for effective planning. To sustain this approach, college leadership will engage in planning activities following the cycle below:

Barton Strategic Planning Timeline												7/1 to 6/30 yearly	
Responsibilities	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Executive Leadership review and update College Mission & Strategic Plan	Update Strategic Plan											Review Mission	
President's Staff receives regular data updates	Institutional Effectiveness will regularly update and report as necessary												
VP's, Deans, & Directors lead collaborative planning meetings	Departmental plans specify the projects to be undertaken to advance the Mission and Strategic Goals.												
Leadership & Faculty program reviews & budget development								All departments conduct program reviews & strategic budget development.					
VP's, Deans, & Directors report and interact	Briefs and solicits feedback from Board of Trustees, the Barton Community, Kansas Board of Regents, Higher Learning Commission, and other regulating institutions on the status of Barton's Mission, Priorities, and Strategic Goals progress.												

Reporting

Board of Trustees ENDS Monitoring Reports

In order to accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda which will include monitoring reports to evaluate progress toward the achievement of the Boards ENDS:

END	Title
1	Fundamental Skills
2	Work Preparedness
3	Academic Advancement
4	Barton Experience
5	Regional Workforce Needs
6	Barton Services and Regional Locations
7	Strategic Planning
8	Contingency Planning

Key Performance Indicators (KPI's)

Key Performance Indicators are tracked at the institutional level with shared characteristics:

- KPI's align with the Mission by tracking the progress of values that will fulfill our Vision.
- KPI's align with the Core Priorities, defining what we will measure to determine success.
- KPI's establish a history and timeframe for improvement documenting the effect of the Strategic Goal implementation.
- KPI's meet or exceed external educational standards:
 - Kansas Board of Regents' "Building a Future" Strategic Plan: as part of the state's system of higher education Barton must help move the needle on the state's education and economic development objectives.
 - The Higher Learning Commission's "Open Pathways" accreditation follows a 10-year cycle and is focused on quality assurance and institutional improvement.

Key Performance Indicators by Strategic Goal

1. Advance student entry, reentry, retention, and completion strategies
 - 1.1. Fall to fall retention – full and part time
 - 1.2. Fall to spring retention – full and part time
 - 1.3. Course completion
 - 1.4. Degree/certificate completion
 - 1.5. Program completion (100%, 150%, 200%)
2. Foster excellence in teaching and learning
 - 2.1. Student learning outcomes/program assessment
 - 2.2. Ratio of faculty to students
 - 2.3. Ratio of staff to students
 - 2.4. Ratio of full-time to part-time faculty

Key Performance Indicators by Strategic Goal Continued:

- 3. Expand partnerships & public recognition of Barton Community College
 - 3.1. Partnerships**
 - 3.2. Total Headcount/Credit Hour/Applications**
- 4. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth
 - 4.1. Noel Levitz/Student Services Survey**
 - 4.2. Climate Survey – Student Perceptions**
 - 4.3. PACE Employee Climate Survey**
- 5. Develop, enhance, and align business processes
 - 5.1. Composite Financial Index**
 - 5.2. Total Grant Dollars Raised**
 - 5.3. Full Time/Part Time Faculty Turnover***
 - 5.4. Full Time/Part Time Staff Turnover***
 - 5.5. Adjunct Faculty Turnover***

*KPI’s 5.3, 5.4, & 5.5 tracked, not displayed on the KPI Dashboard.

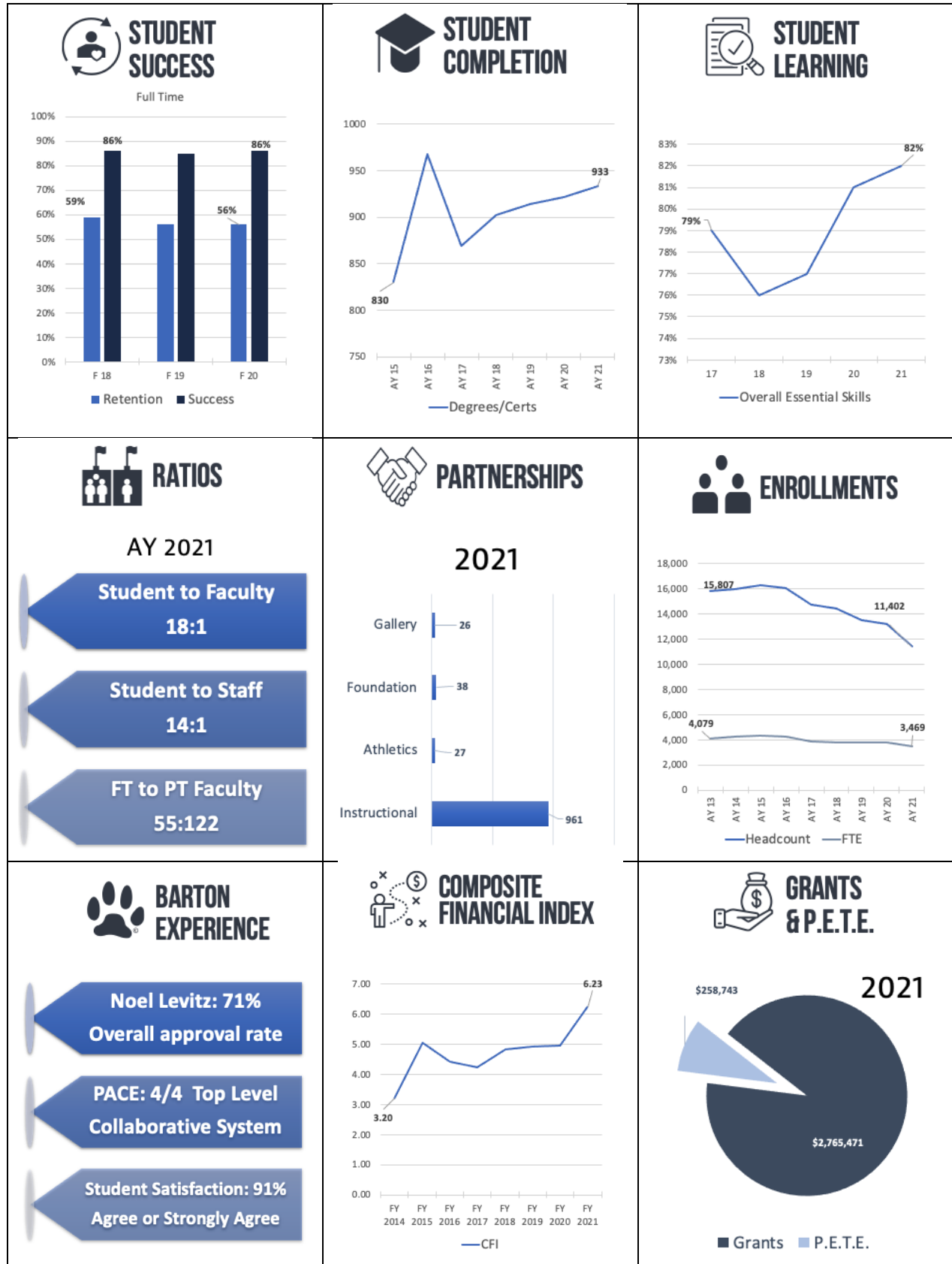
Reporting Metrics

KPI’s Barton’s planning process provides a systematic means of analyzing the current state of progress in achieving the college Mission and goals. Related KPI’s will be reported on a dashboard as the following nine metrics detailed below:

1. Student Success	2. Student Completion	3. Student Learning
<ul style="list-style-type: none"> • KPI 1.1: Fall to Fall Retention – Full and Part Time • KPI 1.2: Fall to Spring Retention – Full and Part Time 	<ul style="list-style-type: none"> • KPI 1.3: Course Completion • KPI 1.4: Degree/Certificate Completion • KPI 1.5: Program Completion (100%, 150%, 200%) 	<ul style="list-style-type: none"> • KPI 2.1: Student Learning Outcomes/Program Assessment
4. Ratios	5. Partnerships	6. Enrollments
<ul style="list-style-type: none"> • KPI 2.2: Ratio of Faculty to Students • KPI 2.3: Ratio of Staff to Students • KPI 2.4: Ratio of Full-time to Part-time Faculty 	<ul style="list-style-type: none"> • KPI 3.1: Partnerships 	<ul style="list-style-type: none"> • KPI 3.2: Total Headcount/ Credit Hour/Applications
7. Barton Experience	8. Composite Financial Index	9. Grants
<ul style="list-style-type: none"> • KPI 4.1: Ruffalo Noel Levitz Student Services Survey • KPI 4.2: Climate Survey – Student Perceptions • KPI 4.3: P.A.C.E. Employee Climate Survey 	<ul style="list-style-type: none"> • KPI 5.1: Composite Financial Index 	<ul style="list-style-type: none"> • KPI 5.2: Total Grant Dollars Raised

Metric Dashboard

Metric will be displayed as graphics with accompanying web pages for additional detail:



Alignment

The Mission Statement align with the Core Priorities, Strategic Goals and KPI Metrics below.

Mission Statement	Core Priority	Strategic Plan Goals	KPI Metrics
“Learning Opportunities”	Drive Student Success	1. Advance student entry, reentry, retention, and completion strategies.	1. Student Success 2. Student Completion
“Support Student Needs”		2. Foster excellence in teaching and learning.	3. Student Learning 4. Ratios
“Support Community Needs”	Cultivate Community Engagement	3. Expand partnerships & public recognition of Barton Community College.	5. Partnerships 6. Enrollments
“Support Employee Needs”	Optimize the Barton Experience	4. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.	7. Barton Experience
“Exceptional and Affordable”	Emphasize Institutional Effectiveness	5. Develop, enhance, and align business processes.	8. Composite Financial Index 9. Grants

Plans of Work

Planning is most effective as part of the day-to-day management of the college. Planning defines and guides the work we do. Barton’s strategic plan begins with and is guided by the college mission:

1. The mission comes first.
2. The Strategic Plan and Board ENDS are central and internal.
3. The KBOR Plan and HLC accreditation are external.
4. Goals, priorities, and reports guided by Barton’s Mission will help focus alignment.



The college’s planning process provides a framework for planning that creates a structured, mission-centered, strategic context for conducting the essential work of the institution, and a flexible approach for executing that work through the various units of the college.

The plan is implemented through a series of goals and projects identified in work plans in each of the major divisions. This approach provides management, faculty, and staff the capacity to allocate time, effort, and other resources to projects that rise to the top as priorities evolve and to implement large or extended projects in more manageable phases.

Glossary of Terms

ENDS - The board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the board's long-range vision. Example: Students will acquire the skills needed to be successful for the program they are in.

Higher Learning Commission (HLC) - The Higher Learning Commission (HLC) is an independent corporation that was founded in 1895 as one of six regional institutional accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the United States.

Kansas Board of Regents (KBOR) - The nine-member Kansas Board of Regents is the governing board of the state's six universities and the statewide coordinating board for the state's 32 public higher education institutions (six state universities, one municipal university, nineteen community colleges, and six technical colleges).

Key Performance Indicator (KPI) - A quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance.

Metric - a system of related measures that facilitates the quantification of a particular or related set of characteristics.

Program completion (100%, 150%, 200%) - Number and percentage of entering undergraduate students who graduate from a degree or certificate program within 100% (2 Years), 150% (3 Years), and 200% (4 Years) of normal program time.

Stakeholder – Anyone who is invested in the welfare and success of the college and its students, including administrators, instructors, staff members, parents, families, community members, local business leaders, and elected officials such as board of trustees, city councilors, and state representatives.