Barton Strategic Plan

Approved 05/28/2015

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 for a strategic management approach through which Barton's leadership team takes responsibility for leading the institution through change, defining the knowledge critical to planning strategically for the college's future, deciding how to interpret that knowledge and how to apply it to plans and decisions that lead to continuous improvement of Barton's programs, services and operations. In this model planners at all levels of the college are able to determine performance "gaps" at the institutional and divisional/department levels and implement initiatives to close those gaps. Senior administrators, with input from internal stakeholders, are able to allocate resources to support the Strategic Plan and ongoing operations that are essential to closing those performance gaps.

The basic operating principles of the Strategic Planning Framework are:

1. Barton exists to create success for its students and the communities it serves.
2. To create stakeholder success, Barton must develop appropriate capacity and function at ever-higher levels of effectiveness.

The college enacts those operating principles through four standing Core Priorities:

• Drive Student Success
• Cultivate Community Engagement
• Optimize Employee Experience
• Emphasize Institutional Effectiveness

Barton's planning process provides a systematic means of analyzing the current state of each standing Core Priority against stated intended outcomes, planning a future state of the institution, and allocating resources to achieve that state.

<u>Conditions of Success</u>
We will be demonstrating directional improvement towards the true intent of our GOALs when Barton looks and operates like this:

Drive Student Success
1. Increase student retention and completion
   a. Address relevance of scheduling, programming, advisement and student peer mentoring.
2. Enhance the Quality of Teaching and Learning
   a. Emphasize the importance of professional development, mentoring, and best practices that lead to student success.

Cultivate Community Engagement
3. Enhance Internal Communication
   a. Engaged Student Support Services & student life providers in Fall and Spring Professional Conference Day/Advisement & Engagement Days.
4. Enhance External Communication

a. Create methods for special topic forums (i.e. "pool") and "state of the college" type forums <u>for all</u> (internal & external stakeholders).

Emphasize Institutional Effectiveness
5. Initiate periodic review of the Mission Statement and Vision Statement.
    a. Yearly news release inviting public comment.
6. Through professional development, identify and create a training for understanding and use of process improvement methodologies.
    a. For activities to reach level 4 and 5 in the Maturity Scale, there will need to be detailed measures of process and product quality which will enable continuous process improvement.

Optimize Employee Experience
7. Develop more consistent & robust employee orientation.
    a. Establish a baseline of new employee experience with employee onoarding system via survey.
8. Enhance professional development system.
    a. Address budget allocation, departmental and individual professional development plans, and individual opportunities for professional development.

<u>Key Performance Indicators</u>

Key Performance Indicators are our vital few performance measures, tracked at the institutional level. KPIs have the following characteristics:

- KPIs align with the Core Priorities
    - Core Priorities convey a vision for Barton's future that transcends the timeline of the strategic plan.
    - KPIs clarify and simplify the true intent of Core Priorities by defining what we will measure to determine success.
- KPIs establish significant but realistic outcomes and establish a timeframe for results.
    - They define the baseline of performance in a targeted area, quantify the intended improvement and state the target date.
    - They document the total effect of innovations created across individual projects, not the contribution of any single project.
- KPIs align with the goals of the Kansas Board of Regents Foresight 2020 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.

Barton's Key Performance Indicators are the following.

Barton Community College Key Performance Indicators			
<u>Goal</u>	<u>KPI</u>	<u>Alignment to Accreditation</u>	<u>Alignment to Foresight 2020</u>
1. Increase student retention and completion.	Increase first to second year retention and completion rates for Barton Applicants who are First Time, FT, Degree/Certificate seeking comparing year to year and semester to semester. Goal: Directional Improvement.	Criterion 3	Yes
2. Enhance the Quality of Teaching and Learning.	Increase student course evaluation scored on #4 which deals with the gradebook, and #9 which deals with e-mail. Goal is to show directional	Criterion 4	Yes

	improvement for all faculty (so either individually or by department, but not as a whole as the average is already above a 4).		
3. Enhance internal communication.	To increase PACE Score a. information sharing b. sharing decision making PACE Survey • The extent to which information is shared within this institution, 3.44 • The extent to which I am able to appropriately influence the direction of this institution, 3.48 • The extent to which open and ethical communication is practiced at this institution, 3.53	Criterion 2	
4. Enhance External Communication.	Implemetation of community perception survey (random sample) in order to measure success of community forums.	Criterion 5	
5. Initiate periodic review of the Mission Statement and Vision Statement.	Evaluate based on Survey results and other feedback.	Criterion 1	
6. Through Professional Development, identify and create a training for understanding and use of process improvement methodologies.	For activities to reach level 4 and 5 in the Maturity Scale, there will need to be detailed measures of process and product quality which will enable continuous process improvement.	Criterion 2, 5	
7. Develop consistent & robust employee orientation.	Review and revise system based on survey resuts and other feedback.	Criterion 1, 2, 3, 4	
8. Enhance professional development system.	Increase PACE Survey scores for • The extent to which this institution has been successful in positively motivating my performance, 3.71 Evaluate based on employee survey and strategic planning response	Criterion 2, 3, 4, 5	

Timelines for Survey's/Monitor points

CCSSE (Community College Survey of Student Engagement) – 2008 – 2010 – 2012 – 2014 - 2016

PACE (Personal Assessment of the College Environment) – 2010 – 2012 – 2014 - 2016

Maturity Scale – Core Priorities/HLC Core Criteria – 2015 - 2017

Maturity Scale – Board ENDs/HLC Core Criteria – 2016 – 2018

Barton Planning

Board ENDs

Strategic Plan

KBOR Plan

HLC Accreditation

Monthly Reports

Yearly Goals

Performance Reports

Open Pathways

Academic Plan of Work

Foresight 2020

Quality Initiative