

## **STRATEGIC PLAN (DRAFT) – 03-06-07**

In July 2006 Barton County Community College began developing a strategic plan to guide the College through 2012. The foundation of the plan was the mission, vision, and ends established by Barton's Board of Trustees; specifically:

### **The Mission**

The mission of Barton County Community College is to deliver educational opportunities that improve the lives of students, meet the workforce needs of the region and strengthen its communities.

### **The Vision**

Barton County Community College will be a premier educational institution, recognized for its innovative and outstanding people, programs and services.

### **The Ends**

#### **1. Essential Skills**

Students will acquire the skills needed to be successful for the program they are in.

- Students will have the essential skills to succeed in the workplace.
- Students will have the essential skills to lead productive lives.
- Students will be provided remediation as needed.

#### **2. Work Preparedness**

Students will be prepared for success in the workplace.

- Students will have the skills and knowledge required for successful entry into the workplace.
- Students will have the work ethics, discipline, and collaborative skills necessary to be successful in the workplace.

- Students will have the skills and knowledge necessary to maintain, advance, or change their employment or occupation.

### **3. Academic Advancement**

Students desiring academic advancement will be prepared for successful transfer to other colleges and universities.

- Students will have the academic prerequisites sufficient for successful transfer.
- Students will have appropriate knowledge of transfer requirements.
- Students will have adequate preparation to be successful after transfer to other colleges or universities.
- Students will be able to obtain Bachelor's and advanced degrees through studies sponsored by Barton County Community College.

### **4. Personal Enrichment**

Recipients pursuing individual interests will be personally enriched.

- Individuals/students will experience various cultural activities.
- Individuals/students will participate in College activities.
- Intercollegiate athletics and other extra curricular programs and activities will improve the lives of the participant(s).

### **5. "Barton Experience"**

Students will be positive about their Barton experience.

- In exit surveys and other feedback report mechanisms, students will speak positively of their experiences at Barton.
- Students will cite individual, personal, caring attention from faculty and staff as a significant factor in how they perceive their experience at Barton.

## 6. Regional Workforce Needs

Workforce training will be expanded through partnerships.

Partnerships will address needs of the service area.

The first phase of Barton's strategic planning process consisted of collecting information. The information collected came from both informational and human resources. Barton used information from a variety of national, regional, and local data bases to conduct an environmental scan of the service area in order to gain an understanding of future trends. Concurrently, Barton conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis with various College constituencies. The information gleaned from the environmental scan and the SWOT analysis was then used by the College Planning Coordinating Committee to formulate Strategic Statements.

The second phase of Barton's strategic planning process consisted of writing Strategic Statements. The College Planning Coordinating Committee derived the Strategic Statements from the Mission, Vision, and Ends statements. Strategic Statements consist of a series of statements the College Planning Coordinating Committee used to guide the development of the College's Strategic goals. Because of the complex nature of the Strategic Statement, the College Planning Coordinating Committee wrote detailed paragraphs explaining what they meant. The Strategic Statements clarifying paragraphs created by the College Planning Coordinating Committee were:

1. **The College will be learning centered.** The College will place learning first and provide learners with educational opportunities that are neither time nor place bound. The college will focus its resources and activities to keep learning central and engage everyone in the learning process.
2. **The College is a good investment for individuals.** A college is a good investment for students when it provides quality educational programs and services at a reasonable cost. Quality education consists of instruction that prepares the student for the next phase of his/her life; whether that means continuing his/her education, entering the work force, or satisfying a personal goal. Quality services consist of those support measures

necessary for a student to attain his/her educational goal. Reasonable cost is the fair market value of the instruction and services provided to the student for the tuition he/she pays.

A college is a good investment for donors when the college uses donations ethically and within the spirit in which they are given.

3. **The College will be a good steward of resources.** All personnel are managing its services efficiently and feasibly, thus appropriately providing customer benefits.
4. **The College will be a leader in economic development.** The College has a realistic understanding of rural community resources. As such, Barton will provide leadership in economic development through: research of state, local and national trends that create opportunities, demographic research, development of entrepreneurial enterprise, collaborative partnerships with existing industries, and our ability to recruit, train and educate both an emergent as well as the incumbent workforce.
5. **The College will build effective partnerships.** Barton is committed to building relationships that not only represent our service area communities but also reflect the diversity of our campus communities. These partnerships are effective because they illustrate our willingness to respond to the needs of the communities we serve. In order to build these effective partnerships, the College will strengthen its efforts to reach out to individuals, businesses, and any other organizations to determine their needs and our ability to respond in an effective manner.
6. **The College will highly value people.** Barton employees are our most valued resource. The College will recruit, retain, and cultivate a well-qualified, committed workforce through competitive compensation, professional development, and a supportive work environment.
7. **The College will strive for excellence.** Excellence is a decision to be the best we can possibly be and to constantly strive to become better than we were before. In all programs (educational, extracurricular, athletic, etc.), the College will commit to excellence, to become the best it can possibly be and to continually work to better itself.
8. **The College will maximize student and college potential.** The College strives to understand changes in the global workplace and will empower students to learn how to learn and to love learning; in a manner to fuel their passion and curiosity. The college will be as open and flexible as possible to create the necessary learning environments and methodologies to prepare the student.

9. **The College will cultivate life long learners.** The College's ultimate goal is to ensure that students take responsibility for their own learning, understand their own learning styles and develop the ability to learn from any situation in which they may find themselves. These skills will produce individuals who are passionate about learning and who will embrace life long learning.
10. **The College will make researched based decisions.** The College will use data collected using sound research methodology to assist in making policy decisions rather than relying on anecdotal evidence or intuition.

The third and fourth phases of Barton's strategic planning process consisted of developing the Strategic and College Plans. The strategic plan identifies the desired end state, or goal, that the College intends to achieve in the next five years. The College Plan identifies the objectives the College will accomplish in the upcoming year to move the College closer to the goal. Through the use of this process, both goals and objectives are directly linked to the Board's Ends Statements.

As with the Strategic Statements and based on the complexity of the goals the College Planning Coordinating Committee believed it would be beneficial to non-committee members to provide explanatory paragraphs to explain the goals. Similarly, the College Planning Coordinating Committee believed it would be beneficial to show the linkage between the goals and the Ends Statements. The following series of tables do that by listing the goal; a brief paragraph explaining the goal; a list of the Ends Statements relevant to the goal, and a list of the Strategic Statements relevant to the goal

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| <b>Goal 1</b>                 | <b>Improve student success.</b>  |
| Explanatory Paragraph         | The College exists to help students achieve their individual learning goals. The College continuously improves its ability to help students attain their goals using effective instructional techniques and a holistic approach to student development (i.e. advising, counseling, extra-curricular activities, etc  |
| Relevant Ends Statements      | Ends Statement #1: ESSENTIAL SKILLS<br>Ends Statement #2: WORK PREPAREDNESS<br>Ends Statement #3: ACADEMIC ADVANCEMENT<br>Ends Statement #4: PERSONAL ENRICHMENT<br>Ends Statement #5: "BARTON EXPERIENCE"   |
| Relevant Strategic Statements | Barton will be learning centered.<br>Barton will be a good investment for individuals.<br>Barton will be a leader in economic development.<br>Barton will build effective partnerships.<br>Barton will highly value people.<br>Barton will strive for excellence.<br>Barton will maximize student potential.<br>Barton will cultivate life long learners.<br>Barton will be a community asset. |

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| <b>Goal 2</b>                 | <b>Develop a highly functional human resource system.</b>  |
| Explanatory Paragraph         | The Ends statements require the College to provide students with a quality educational experience and the community with an economic asset. The College's employees are the one indispensable ingredient in meeting these requirements. Therefore, to accomplish the College's Mission and Ends, it is imperative to have a well-developed, smoothly-functioning system to recruit, train, compensate, and retain top quality personnel. |
| Relevant Ends Statements      | Ends Statement #1: ESSENTIAL SKILLS<br>Ends Statement #2: WORK PREPAREDNESS<br>Ends Statement #3: ACADEMIC ADVANCEMENT<br>Ends Statement #4: PERSONAL ENRICHMENT<br>Ends Statement #5: "BARTON EXPERIENCE"<br>Ends Statement #6: REGIONAL WORKFORCE NEEDS  |
| Relevant Strategic Statements | Barton will highly value people.<br>Barton will be a good steward of resources.<br>Barton will maximize student potential.<br>Barton will be a community asset.  |

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| <b>Goal 3</b>                 | <b>Develop a system for using data in organizational decision making</b>  |
| Explanatory Paragraph         | Implicit in the College's Mission and Ends is the concept of continuous improvement. In order to continually improve, the College requires a systematic, data-based approach. Such a system requires both the establishment of assorted measurement processes (i.e. an institutional level metrics process; an assessment of student learning process, etc.) and training to inculcate data-based decision-making into the College's culture. |
| Relevant Ends Statements      | Ends Statement #1: ESSENTIAL SKILLS<br>Ends Statement #2: WORK PREPAREDNESS<br>Ends Statement #3: ACADEMIC ADVANCEMENT<br>Ends Statement #4: PERSONAL ENRICHMENT<br>Ends Statement #5: "BARTON EXPERIENCE"<br>Ends Statement #6: REGIONAL WORKFORCE NEEDS   |
| Relevant Strategic Statements | Barton will be learning centered.<br>Barton will be a good steward of resources.<br>Barton will make research based decisions   |

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| <b>Goal 4</b>                 | <b>Improve use of institutional technology.</b>   |
| Explanatory Paragraph         | While technology is not an end in and of itself, it supports the operations of the College and efficient use of technology acts as an accelerant in accomplishing the College's Mission and Ends.   |
| Relevant Ends Statements      | Ends Statement #1: ESSENTIAL SKILLS<br>Ends Statement #2: WORK PREPAREDNESS<br>Ends Statement #3: ACADEMIC ADVANCEMENT<br>Ends Statement #4: PERSONAL ENRICHMENT<br>Ends Statement #5: "BARTON EXPERIENCE"<br>Ends Statement #6: REGIONAL WORKFORCE NEEDS |
| Relevant Strategic Statements | Barton will be learning centered.<br>Barton will be a good investment for individuals.<br>Barton will be a good steward of resources.<br>Barton will cultivate life long learners.<br>Barton will be a community asset.                                   |

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| <b>Goal 5</b>                 | <b>Increase fiscal efficiency without loss of effectiveness</b>   |
| Explanatory Paragraph         | The community has an investment in the College. The College therefore has a responsibility to ensure it uses the community's investment efficiently.  |
| Relevant Ends Statements      | Ends Statement #1: ESSENTIAL SKILLS<br>Ends Statement #2: WORK PREPAREDNESS<br>Ends Statement #3: ACADEMIC ADVANCEMENT<br>Ends Statement #4: PERSONAL ENRICHMENT<br>Ends Statement #5: "BARTON EXPERIENCE"<br>Ends Statement #6: REGIONAL WORKFORCE NEEDS |
| Relevant Strategic Statements | Barton will be a good investment for individuals.<br>Barton will be a good steward of resources.<br>Barton will be a community asset.   |

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| <b>Goal 6</b>                 | <b>Integrate the College into regional economic development initiatives.</b>   |
| Explanatory Paragraph         | The College promotes economic development by providing programs to meet the needs of the regional workforce and by partnering with other entities to develop the skills and qualifications of that workforce.  |
| Relevant Ends Statements      | <b>Ends Statement #6: REGIONAL WORKFORCE NEEDS</b>   |
| Relevant Strategic Statements | Barton will be learning centered.<br>Barton will be a good investment for individuals.<br>Barton will be a leader in economic development.<br>Barton will build effective partnerships.<br>Barton will strive for excellence.<br>Barton will maximize student potential.<br>Barton will cultivate life long learners.<br>Barton will be a community asset. |

After identifying and ratifying the goals, the College Planning Coordinating Committee drafted the College Plan for Fiscal Year 2008. As mentioned above, the College Plan identifies the objectives the College will accomplish in the upcoming year to move the College closer to the goal. The College Plan also identifies actions that will be taken in the first year of the plan to help accomplish the objective; measurement benchmarks that will help assess progress towards the objective; and the administrator(s) responsible for the actions.