STUDENT · COMMUNITY · EMPLOYEE

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

BARTON
COMMUNITY COLLEGE

BARTON STRATEGIC PLAN

CONTENT LINKS:

BARTON STRATEGIC PLAN

FRAMEWORK

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.

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. The decisions guided by this framework lead to continuous improvement of Barton's student services, instructional programs, community enrichment, and operations. 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 to its Board of Trustees, Kansas Board of Regents, and the Higher Learning Commission.

Strategic Plan
- Core Priorities
- Yearly Goals

Board ENDS
- Monthly Board Monitoring Reports

HLC Accreditation
- Open Pathways

KBOR Plan
- Building a Future Strategic Plan
- Performance Reports

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

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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

Strategic Goals are detailed means of achieving our Mission, Vision, and Core Priorities:
1. **Advance student entry, reentry, retention, and completion strategies.**
2. **Foster excellence in teaching and learning.**
3. **Expand partnerships & public recognition of Barton Community College.**
4. **Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.**
5. **Develop, enhance, and align business processes.**

Appendix 2

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. Course completion
   1.3. Degree/certificate completion
   1.4. 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
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

Appendix 3

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
• KPI 1.1: Fall to Fall Retention – Full and Part Time • KPI 1.2: Course Completion	• KPI 1.3: Degree/Certificate Completion • KPI 1.4: Program Completion (100%, 150%, 200%)	• KPI 2.1: Student Learning Outcomes/Program Assessment
4. Ratios	**5. Partnerships**	**6. Enrollments**
• 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	• KPI 3.1: Partnerships	• KPI 3.2: Total Headcount/ Credit Hour/Applications
7. Barton Experience	**8. Composite Financial Index**	**9. Grants**
• 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	• KPI 5.1: Composite Financial Index	• KPI 5.2: Total Grant Dollars Raised

METRIC DASHBOARD

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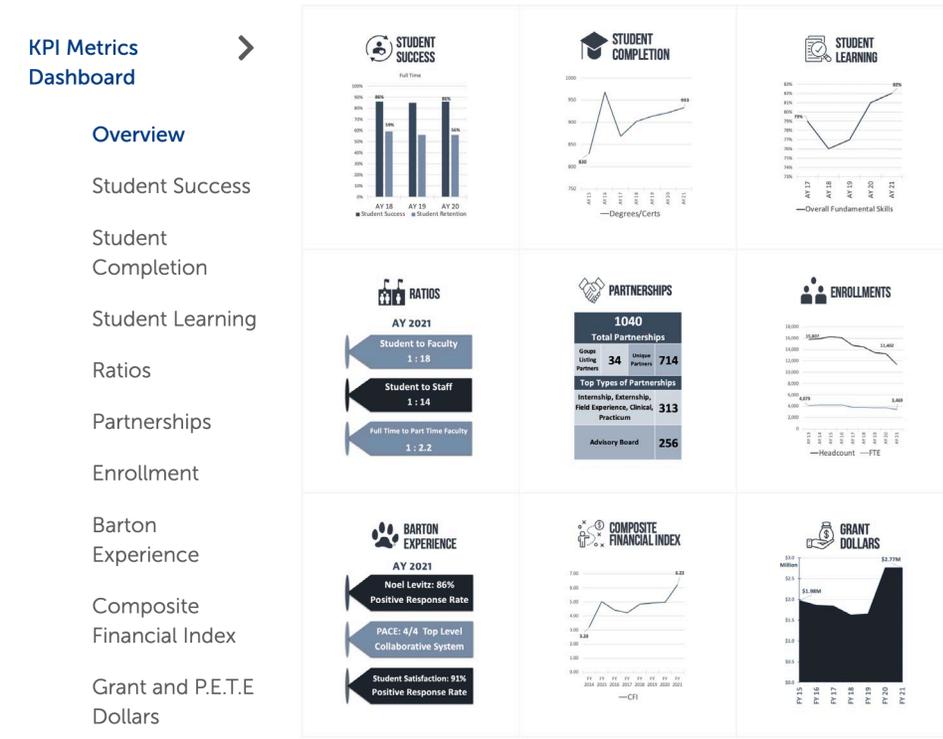
TIMELINE

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												
Group 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 and Review Mission as Scheduled											
President's Staff receives regular data updates	Institutional Effectiveness will regularly update and report as necessary											
Leadership & Faculty finalize plans & approve budgets			All departments conduct program reviews & strategic budget development.									
VP's, Deans, & Directors lead collaborative financial planning					Departmental plans reviewed to specify which projects will be undertaken.							
VP's, Deans, & Directors report and interact	Solicit feedback from and brief Board of Trustees, the Barton Community, Kansas Board of Regents, Higher Learning Commission, and other regulating institutions on the progress of Barton's Mission, Priorities, and Strategic Goals.											

BOARD OF TRUSTEES ENDs MONITORING REPORTS

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

Appendix 5

MISSION ALIGNMENT

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

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

SUMMARY - 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.

Appendix 6

GLOSSARY OF TERMS

Academic Year – Fall-Spring-Summer (Example: AY 22 is Fall '21 – Spring '22 – Summer '22)

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.

Fiscal Year – July 1st - June 30th (Example: FY 22 is July 1st, 2021 - June 30th, 2022)

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.

BARTON
INSTITUTIONAL
EFFECTIVENESS

Appendix 7

APPENDIX: DEPARTMENT PLANS

Adult Education
FY 2022, FY 2023, FY 2024
Strategic Goals and Activities 03/03/2021

1) **Improve student completion on High School Equivalency exams (GED® exams).** Ensuring all students have the proper training and education for satisfactory completion of the official "GED®" exams.
   - Ensure and provide adequate instructional resources and staff.

   Core Value 1 / HLC Criterion 1.A.3, 3.D.4, 3.D.5 / ENDS 2, 3, 5

2) **Transition High School Equivalency completers to a career and technical education program or two-year degree program.** Assisting, encouraging and motivating students to transition from Adult Education to a post-secondary program.
   - Connect students with resources for entrance into post-secondary education.
     - o Assist students with departmental specific funding and scholarships.
   - Manage appropriate records to assist students with their transition to post-secondary education at Barton Community College (i.e. GED Transcripts)

   Core Value 1, 3 / HLC Criterion 3.C, 3.D / ENDS 2, 3, 5

3) **Provide instruction and guidance to obtain quality employment skills and abilities.** Teach, demonstrate, model and expect essential skills and workforce preparedness skills for students to succeed in the current workforce climate.
   - Provide students with a realistic work environment, where possible.
   - Provide and assist students with workplace training i.e. NorthStar and WorkReady!

   Core Value 1, 2, 3 / HLC Criterion 2.E.2, 3.B.4 / ENDS 1, 3, 5, 6

4) **Facilitate high quality adult education at an affordable cost, with convenient and accessible times and locations.** Adult Education will continue to work to secure federal and state funding to continue providing services at no cost. We will continue to offer classes at times and locations most convenient to a variety of work schedules.
   - Provide multiple locations, class times and formats as needed by the current population.

   Core Value 1, 3 / HLC Criterion 5.A, 5.B, 5.D / ENDS 1, 2, 4, 5, 6

5) **Maintain accurate and complete records as required by college policy and state/federal law.** Monitor closely all data reporting requirements to ensure sound and accurate data for all stakeholders.
   - Ensure accuracy of all federal, state and local compliance paperwork; student data and financial reporting.

   Core Value 1, 3 / HLC Criterion 5.A, 5.C.5 / ENDS 6, 7, 8

The ENDS	Vision
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	Barton Community College will be a leading educational institution, recognized for being innovative and having outstanding people, programs and services. **Mission** Barton offers exceptional and affordable learning opportunities supporting student, community, and employee needs.
Barton Strategic Goals (Core Values)	**Higher Learning Commission (HLC)**
1) Drive Student Success 2) Cultivate Community Engagement 3) Optimize Barton Experience 4) Emphasize Institutional Effectiveness	Criterion 1. Mission Criterion 2. Integrity: Ethical and Responsible Conduct Criterion 3. Teaching and Learning: Quality, Resources, and Support Criterion 4. Teaching and Learning: Evaluation and Improvement Criterion 5. Resources, Planning, and Institutional Effectiveness

Appendix B

Theme #1
Restructure Marketing Timelines (HLC Criterion 5; Barton Core Priority 4)
- Institute pre-planning phases for marketing initiatives to allow for brainstorming and feedback from interested parties
- Prepare campaigns a semester in advance

Theme #2
Increased focus on student perspectives in social media (HLC Criterion 1, 5; Barton Core Priorities 1 and 3)
- Implement Barton Ambassador Social Media Team
- Consistently sharing Instagram stories and other platforms from students on the main account and encouraging increased frequency of tagging the main accounts.

Theme #3
Increased focus on faculty on social media (HLC Criterion 1 and 3;
Barton Core Priorities 2 and 3)
- Produce faculty spotlights on social media on Facebook, IG, Twitter and Tik Tok
- Encourage faculty to engage with social media accounts so we can share

Theme #4
Increase community visibility (HLC Criterion 1 and 5; Barton Core Priority 2)
- In conjunction with the Business & Community Workgroup plan events in surrounding communities to make Barton visible in a positive way by giving back with events such as easter egg hunts, pop up donut giveaways, WTCE Workshops with local businesses etc.

Theme #5
Assist Foundation in development of Alumni network
(HLC Criterion 1 and 5; Barton Core Priorities 2, 3 and 4)
- Plan the implementation of an Alumni network with all interested parties including enrollment services, admissions and the Foundation.
- Assist in marketing of this network once it has been created.

Core Priorities	Higher Learning Commission (HLC)
1. Drive Student Success 2. Cultivate Community Engagement 3. Optimize Barton Experience 4. Emphasize Institutional Effectiveness	Criterion 1. Mission Criterion 2. Integrity: Ethical and Responsible Conduct Criterion 3. Teaching and Learning: Quality, Resources, and Support Criterion 4. Teaching and Learning: Evaluation and Improvement Criterion 5. Resources, Planning, and Institutional Effectiveness

Appendix C

Facility Management
2022-2023 Strategic Goals and Activities – 10/25/2021

Changing regulatory and compliance standards: meeting regulatory and compliance standards is a tough challenge. Facilities managers must prevent threats to human health and safety.
Barton Core Priority 3, 4/HLC Criterion 5.A.1, 5.A.4
- Proactively deal with compliance standards through planned efforts.
- Ensure staff have proper certifications and training.
- Safe handling of hazardous waste, physical security is not only a top priority, but also a highly visible area of compliance risk and legal liability.

Controlling Costs: to extend the life of assets and complex building management systems, proper planning is essential to find ways to extend the life of existing assets and/or to coordinate the upcoming expenses.
Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.2, 5.A.3, 5.A.4, 5.A.5, 5.C.4, 5.C.5
- As facilities and mechanical systems reach and exceed their expected operating lives, significant issues of "repair or replace" must be addressed.
- Facility managers need to prevent, correct and replace equipment, counting all the associated costs, so they might also preserve a piece of the budget for emergency replacements and repairs.
- Implementing low-cost and no-cost energy-efficiency measures.

Keeping Accurate Records:
Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.4, 5.D.2
- Closely monitor the maintenance work across the college.
- Maintain complete lists of aging infrastructures.

Safe and comfortable environment: there is a growing recognition that facility management contributes to the health and well-being of building occupants, thereby benefiting efficiency, productivity and profitability.
Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.1, 5.A.5
- Building/communicating security and emergency plans.
- Educate and inform the people using the college.
- Updating/enhancing facilities as budgets permit.
- Providing a trained campus safety force.

Facilities staffing and Vendor Management: ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology.
Barton Core Priority 3, 4/HLC Criterion 5.A.1, 5.A.4
- Balance right mix of internal and external experts supporting the technology environment.
- One of the most important assets is our human resources. We will continually provide a positive work environment.

Core Priorities	Higher Learning Commission (HLC)
1. Drive Student Success	Criterion 1. Mission
2. Cultivate Community Engagement	Criterion 2. Integrity: Ethical and Responsible Conduct
3. Optimize Barton Experience	Criterion 3. Teaching and Learning: Quality, Resources, and Support
4. Emphasize Institutional Effectiveness	Criterion 4. Teaching and Learning: Evaluation and Improvement
	Criterion 5. Resources, Planning, and Institutional Effectiveness

Appendix D

Fiscal Management
2022-2023 Strategic Goals and Activities – 11/20/2021

Changing regulatory and compliance standards: meeting regulatory and compliance standards is a tough challenge.
Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.4

- Proactively deal with compliance standards through planned efforts.
- Ensure staff have proper certifications and training.
- Ensure all appropriate audits are successfully completed.

Balancing Revenue Pressures with Expense Pressures: Identify whether strategies can be supported financially, given the institution's capital capacity.
Barton Core Priority 4/HLC Criterion 1.A.3, 5.C.2

- Quantify future financial risk, consider alternative scenarios, and specify sensible reactions to expected or unexpected changes.
- Build cash and dept capacity.
- Integrate the financial planning framework with the college's decision-making framework.
- Maintain list of capital projects.

Keeping Accurate Records: be prepared to advise appropriate leaders about critical financial questions.
Barton Core Priority 4/HLC Criterion 5.C.4, 5.D.1, 5.D.2

- What are the institutions strategic capital requirements?
- How much cash should the institution have on hand?
- How much dept can the institution afford?
- What processes are required to obtain the necessary capital?

Maintain communication and implementation rigor: constantly changing landscape of higher education demands rigorous, comprehensive financial planning that is visible college wide.
Barton Core Priority 4/HLC Criterion 5.B.3, 5.C.2, 5.C.5

- Cost assessment of strategic initiatives.
- Communication to Board of Trustees, President and other decision makers about financial stresses.
- Assist the college leaders in keeping college mission and priorities in budget management.
- Use detailed planning to develop financial projections.
- Ensure the college learns from past financial decisions and applies that learning to improve effectiveness, capabilities and sustainability.

Fiscal staffing and Vendor Management: ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology.
Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.4

- Balance right mix of internal and external experts supporting the fiscal department.
- One of the most important assets is our human resources.

Core Priorities	Higher Learning Commission (HLC)
1. Drive Student Success	Criterion 1. Mission
2. Cultivate Community Engagement	Criterion 2. Integrity: Ethical and Responsible Conduct
3. Optimize Barton Experience	Criterion 3. Teaching and Learning: Quality, Resources, and Support
4. Emphasize Institutional Effectiveness	Criterion 4. Teaching and Learning: Evaluation and Improvement
	Criterion 5. Resources, Planning, and Institutional Effectiveness

Appendix E

Human Resources
2022-2023 Strategic Goals and Activities – 01/28/2021

Changing regulatory and compliance standards: meeting regulatory and compliance standards is a tough challenge.
Barton Core Priority 3, 4/HLC Criterion 5A4, 5B2,

- Proactively deal with compliance standards through planned efforts.
- Ensure staff have proper certifications and training.
- Ensure all appropriate audits are successfully completed.
- Provide quality, cost-effective mandatory training.
- Provide training, create awareness, and implement reasonable workplace accommodations.
- To provide employment opportunities to all individuals. Employment decisions at Barton will be based on merit, qualifications, and abilities.

Recruit and retain talent and leadership at all levels to thrive in an era of change: Barton Core Priority 3, 4 /HLC Criterion 5A1, 5C4

- Promote, support and leverage technology resources and tools to respond to college needs, improve and enhance workflow efficiency, and improve customer service.
- Lead the execution of the Campus Climate Survey.
- Promote financial stewardship.
- Create, promote and foster an organizational environment that values development, diversity and growth opportunities for all employees.
- Research alternative methods for employee evaluation.

Keeping Accurate Records: be prepared to advise appropriate leaders about critical human resources questions.
Barton Core Priority 3, 4/HLC Criterion 2E3, 5B2, 5C4

- Manage complex employment laws.
- Establish collaborative partnerships with departments to plan, anticipate and respond in a cost-effective way to employee challenges.
- Ensure all employees are treated equitably and consistently.
- Lead policy/procedure review and changes.
- Research alternate methods for employee time keeping.

Enhance the recruitment process for excellence in hiring to promote diversity of employees: ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology.
Barton Core Priority 3, 4/HLC Criterion 5A4, 5B3

- Balance right mix of internal and external experts supporting the human resource department.
- Support the recruitment and retention of a highly talented, inclusive and diverse workforce.
- Provide accurate and timely workforce information and analysis.
- Provide ongoing support of the organization's onboarding, employee engagement and succession efforts.

Core Priorities	Higher Learning Commission (HLC)
1. Drive Student Success	Criterion 1. Mission
2. Cultivate Community Engagement	Criterion 2. Integrity: Ethical and Responsible Conduct
3. Optimize Barton Experience	Criterion 3. Teaching and Learning: Quality, Resources, and Support
4. Emphasize Institutional Effectiveness	Criterion 4. Teaching and Learning: Evaluation and Improvement
	Criterion 5. Resources, Planning, and Institutional Effectiveness

Appendix F

2022-2023 Barton Community College Foundation Strategic Plan

"The Barton Community College Foundation exists to raise private sector funds by providing leadership and to prudently manage gifts to benefit educational opportunities and initiatives of the College."

Goal	Initiative	Action Items	Responsible Party	Due Date
	orange = new initiative	blue = not previously measured		

Raise private sector funds

Events and Campaigns

Goal	Initiative	Action Items	Responsible Party	Due Date
Continue to host and grow established events and campaigns	Academic Enrichment Fund	• define campaign • solicit donors using donor history data • record and receipt gifts	AEF Chair Staff	3/1/2023
	BEST Campaign Goal - Increase number of donors and percentage of employees that give	• solicit and document gifts/pledges • create employee committee focused on campus enhancement • send student thank yous to all staff when received • complete enhancement project before next year if possible	Staff	11/1/2022
	Clay Shoot Event Goal - $15,000	• solicit sponsors, shooters, and partners • plan event • publicize and report	Clay Shoot Committee Staff	4/16/2023
	Big Benefit Auction Event Goal - $40,000	• solicit sponsors, donors, participants, and partners • plan event • publicize and report	Auction Committee Staff Volunteers	8/26/2023
	Event Review	• develop event review debrief process • complete review of each event within 30 days of completion	Staff All Committees	8/27/2022
Create new events/campaigns	Maintain a list of ideas from stakeholders, staff, and board members of new or interesting ideas	• create a parking lot of ideas • review list each year and evaluate if idea should stay on the list • regularly reference list to move items up	All	Ongoing

Donor Recruitment and Retention

Goal	Initiative	Action Items	Responsible Party	Due Date
Steward current donors effectively and identify new donors	Increase communication channels and frequency of communications	• update and maintain website • produce quarterly Focus newsletter • produce monthly Focus Break e-newsletter • send handwritten note annually to donors • work with PR to create other opportunities	Staff	Ongoing
	Identify potential new donors and develop long-lasting donor relationships	• create alumni engagement plan • create and execute stewardship plan • maintain legacy giving societies and recognize donors within	Staff	alumni plan - 4/30/2023 stewardship plan - 11/30/2022 legacy - ongoing

Appendix G

Provide Leadership

Board Relations

Govern the Foundation effectively through well-developed policy and planning processes	Build comprehensive annual strategic plan	• work with board leadership to prioritize goals • draft strategic plan • obtain board buy-in and approval	Board Admin Committee Staff	5/15/2023
	Maintain appropriate and comprehensive policy and procedure manual	• review policy manual annually • update as needed for changing requirements, market, technology, etc.	Admin Committee Staff Board	Ongoing
Support the Board of Directors to provide relevant and accessible resources and guidance	Recruit board members as needed in accordance with Foundation policy to maintain 15-person board	• identify number of new board members needed • follow nomination process • create recruiting packet	Nomination Committee Staff	4/30/2023
	Provide quality orientation and onboarding opportunities	• create onboarding process and packet • take board member on campus tour; (re)introduce member to campus • check in after six months to take temperature • define processes and protocols and provide education/info	Nomination Committee Staff	9/1/2022
	Provide professional/board development and social activities	• host board social in June • identify and arrange board development opportunities, training, retreats, etc • provide orientation training regularly, inviting new and returning members	Staff	6/30/2023

College Involvement

Advance the causes of Foundation interests on campus	Advance the cause of the Shafer Art Gallery	• provide administrative oversight and support to Gallery director • promote and attend special events hosted by the Gallery • prudently manage permanent art collection in accordance with Gallery vision	Staff	Ongoing
	Advance the cause of the Cohen Center for Kansas History	• provide administrative support to library director in promotion of the Center • prudently manage permanent book collection in accordance with Library vision	Staff	Ongoing
	Advance the cause of all other donor-named locations on campus	• provide administrative support to College in regards to donor wishes at all named locations on campus	Staff	Ongoing
Increase Foundation presence on campus	Maintain and increase Foundation influence and presence throughout campus programs and activities	• promote and attend College events and programs • serve on committees and councils across campus to bring value and leadership to College initiatives	Staff	Ongoing

Appendix H

Community Involvement

Engage in community events and initiatives that support the Foundation mission and strategic plan	Maintain a presence at events that align with the College and Foundation's mission	• volunteer as Chamber Ambassador • attend Chamber Coffees and other events regularly • identify community events that will benefit the Foundation and/or the College for a representative to attend • determine the correct representative to send • attend as available	All	Ongoing

Professional/Team development

Create a healthy culture of development and appreciation of staff	Identify and partake in professional development opportunities at all levels at least annually	• build development plan and schedule • set appropriate budget • identify opportunities available for development • provide resources to those attending classes, conferences, and training	Staff	10/1/2022
	Provide comprehensive employee evaluations on the standard College schedule and monitor progress of improvement plans.	• maintain regular schedule • build dedicated time into schedule for employee evaluations and check-ins • if needed, monitor and check progress of improvement plans	Staff	Ongoing
	Develop and host a staff retreat every two years at a minimum to foster growth, teamwork, and creativity.	• build retreat schedule and determine budget • set agenda based on current needs • plan logistics • host retreat • gather feedback for improvement	Staff Admin Committee	12/15/2022

Prudently manage gifts

Regulatory standards

Follow all pertinent IRS guidelines and operate in a lawful manner	Maintain compliance with federal regulations.	• complete a Form 990 in accordance with GAAP and IRS regulation • establish updated receipting procedures in compliance with GAAP and IRS regulation	Staff	12/1/2022

Financial

Manage funds in a fiscally responsible manner, in accordance with generally accepted accounting principles	Work with qualified partners to complete appropriate due diligence in all financial matters and compliance.	• work with UMB investment team to identify and act upon investment opportunities and risks in accordance with board tolerance and directives • work with Adams Brown to complete an unqualified financial audit	Staff Admin Committee	Ongoing

Office

Manage office operations with transparency and efficiency	Manage the Foundation with increased efficiency and transparency	• create and maintain annual office budget • create, maintain, and audit Foundation inventory assets to include all fixtures, furniture, equipment, and technology resources • create capital outlay for all resources based on expected life expectancy/use • create sustainable organizational infrastructure to assist with continuity and function • complete full policy review schedule and execute throughout the year • identify appropriate donor relationship management software and create implementation plan	Staff	6/30/2023
	Create continuity plans for all aspects of operations	• identify areas that continuity plans are most helpful • as actions/events are completed create simple guides with best practices • consolidate into full plan after one year	Staff	6/30/2023

Appendix I

Benefit educational opportunities and initiatives of the College

Scholarships

Support students with financial assistance	Award scholarships annually as directed by donors and in compliance with financial and College standards	• educate partners about availability and requirements of scholarship application, award, and compliance • maximize applications through awareness, education, and encouragement of resources • award scholarships in accordance with all contracts and donor wishes • assist the College in the award of GPA-based general scholarships	Scholarship Committee Staff	Ongoing

Support College

Provide financial support to the College for programs, initiatives, and projects	Award Faculty Mini-Grants on annual basis	• increase awareness of availability of program • maintain current process • award mini-grants to faculty • promote the awards of funds	Mini-Grant Committee Staff	11/1/2022
	Utilize BEST funds on annual basis	• increase awareness and buy-in from Barton County staff • create council/committee of Barton County campus staff to brainstorm uses of funds • utilize funds with collaboration of staff	Staff BEST Committee	6/30/2023
	Provide support as capable to initiatives and programs of the College	• create/evaluate open proposal system to include detailed process, use, and rules • work with College administration to evaluate need and alignment with College mission of request • present to Board and follow decision	Board Staff	Ongoing

Appendix J

Insitutional Effectiveness
2022-2023 Strategic Goals and Activities – 10/24/2021

Institutional Research as a Service Provider: provides services to a ranked set of decision makers, with the president, vice presidents, and mandatory external reporting function as the top "clients"
Barton Strategic Goals 1-5/HLC Criterion 5C, 5D

- Provide stakeholders with as much access to interactive, unique subpopulations and robust data sets as can be arranged and automated.
- Provide tools/data sets in various formats to encourage data inspection through many lenses, creating an array of varying conclusions derived from the same raw data.
- As resources allow broaden the definition of "decision makers" supported by institutional research.

Student success: managing the data sets and output that support multiple student success initiatives.
Barton Strategic Goals 1/HLC Criterion 3B3, 3D5

- Produce data capacities for a "student focused" paradigm for decisions.

Institution-wide Institutional Effectiveness strategy: repositioning or reinforcing the role of Institutional Effectiveness leadership as an integral strategic partner of institutional leadership in achieving college goals. Barton Strategic Goals 5/HLC Criterion 5A3, 5B2, 5D2

- Enable informed data decisions to occur routinely across the college with the speed and flexibility required to meet the transformations education is going through.
- Using a hybrid approach in which institutional research works in conjunction with other departments to produce an organization-wide institutional research function.

Institutional Effectiveness staffing and organizational models: ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of initiatives. The complexity of modern higher education demands investment in leadership and staffing for strategic, tactical and operational decisions.
Barton Strategic Goal 5/HLC Criterion 3A3, 5C5, 5D1, 5D2

- Place training opportunities as a high priority, both internal and external.
- Looking to the future to prepare staff to adapt to new software and data models.

Decision Support is the cornerstone of institutional research: helping institutional constituents make decisions with sound data and an agreed upon vision.
Barton Strategic Goals 1-5/HLC Criterion 5C5

- Provide access to analytical tools and reporting software to allow employees to be actively involved in turning data into decision-support information.
- Provide data in a usable format that is focused on decision making, is of high quality, and is not so highly aggregated or obfuscated by higher education jargon to fail to be useful.

Core Priorities	Higher Learning Commission (HLC)
1. Drive Student Success	Criterion 1. Mission
2. Cultivate Community Engagement	Criterion 2. Integrity: Ethical and Responsible Conduct
3. Optimize The Barton Experience	Criterion 3. Teaching and Learning: Quality, Resources, and Support
4. Emphasize Institutional Effectiveness	Criterion 4. Teaching and Learning: Evaluation and Improvement
	Criterion 5. Resources, Planning, and Institutional Effectiveness

Information Services
2022-2025 Strategic Goals and Activities – 08/22/2022

Information security: developing a risk-based security/compliance strategy that keeps pace with threats and challenges.
Core Priorities 1, 3, 4/HLC Criterion 5A1, 5B1, 5C5
- Maintain and enhance the IT infrastructure to support the operations of the College.
- Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.

Student success: Managing the system implementations and integrations that support multiple student success initiatives.
Core Priorities 1/HLC Criterion 3D1, 3D4, 5A1, 5B1, 5C4
- Provide technology systems and services to enhance student learning and to foster curricular innovation.
- Provide technology infrastructure and support for student success, and creative instruction.
- Leverage technologies and information resources for recruitment and retention efforts and to support student services.

Institution-wide Information Services strategy: repositioning or reinforcing the role of Information Services leadership as an integral strategic partner of institutional leadership in achieving the institution's missions.
Core Priorities 3, 4/HLC Criterion 3A3, 5C5
- Support, upgrade, and enhance current business processes, tools, and administrative systems.
- Ensure excellent service to enable the effective use of technology, resources and systems by the college community.

Higher education affordability: balancing and rightsizing Information Services priorities and budget to support IT enabled institutional efficiencies and innovations in the context of institutional funding realities.
Core Priorities 4/HLC Criterion 5A1, 5B3, 5C1, 5C2, 5C5
- Align funding and explore new funding sources essential for IT operations and new strategic initiatives.
- Evaluate and implement current technologies to improve operational efficiency.

Information Services staffing and organizational models: ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both Information Services and non-Information Services staff.
Core Priorities 3/HLC Criterion 5B1, 5C4, 5C5
- Ensure a strong IT workforce capable of achieving the information technology goals of the College.

Imbed Technology Advancements: helping institutional constituents (including the Information Services staff) adapt to the increasing pace of technology change.
Core Priorities 2/HLC Criterion 2A2, 2B1, 3D4, 5C1-6
- Leverage web, social media, and mobile technologies to provide effective and consistent content delivery including providing the communications department technologies for community outreach.
- Support effective means of internal and external communications for all college constituent groups.
- Improve departmental communication by participating in monthly meetings with administration.

Core Priorities	Higher Learning Commission (HLC)
1. Drive Student Success	Criterion 1. Mission
2. Cultivate Community Engagement	Criterion 2. Integrity: Ethical and Responsible Conduct
3. Optimize Barton Experience	Criterion 3. Teaching and Learning: Quality, Resources, and Support
4. Emphasize Institutional Effectiveness	Criterion 4. Teaching and Learning: Evaluation and Improvement
	Criterion 5. Resources, Planning, and Institutional Effectiveness

Appendix L

FY 23/Academic Year 2022-2023 Instruction Themes & Goals

Theme #1
Strengthen the relationship between instruction and the College (HLC Criterion 5.A, 5.C; Barton Core Priorities Optimize the Barton Experience and Emphasize Institutional Effectiveness)

- Refine onboarding, orientation and professional development activities to promote employee development and retention
- Identify and prepare to pilot an instructional employee mentoring program
- Research and implement the College-wide Innovation Project

Theme #2
Promote a system-wide collaborative teaching and learning environment (HLC Criterion 2.C, 3.A., 3.B, 3.C, 5.A; Barton Core Priority Drive Student Success)

- Provide faculty training on teaching and learning strategies, including but not limited to: Diversity, Equity and Inclusion, course design/quality course rubric and course binder project
- Provide resources and encourage opportunities for faculty collaboration

Theme #3
Improve use of data to guide decision-making (HLC Criterion 4.A, 4.B, 4.C, 5.A, 5.C; Barton Core Priority Emphasize Institutional Effectiveness)

- Collaborate with Institutional Research to improve the process of requesting and receiving data
- Incorporate data research and information into innovation programs and services

Theme #4
Prioritize student success strategies (HLC 4.C; Barton Core Priority Drive Student Success and Cultivate Community Engagement)

- Support Student Success Alliance
- Research and develop apprenticeship programs to support local employers

Theme #5
Manage instructional programs and services (HLC Criterion 3.A, 3.B; Barton Core Priorities Drive Student Success and Cultivate Community Engagement)

- Align Barton's General Education Program with KBOR's General Education initiative
- Research, develop and implement programming, including but not limited to: non-credit, credential trades, customized training and alternate program locations
- Prioritize community, business and industry partnerships

Dean's Council 6-22-22

Appendix M

Student Services Strategic Goals and Activities
Academic Year 2022-2023   ~   FY 2023

Student Services Action	Barton Strategic Goal	Barton Core Priority
Create a regularly scheduled Program Review process for success initiatives and programs and institutionalized student services departments. (Student Success Alliance Student Success Plan, Recommendation 4)	Advance student entry, reentry, retention, and completion strategies. Develop, enhance, and align business processes.	Drive Student Success Emphasize Institutional Effectiveness
Review and overhaul of all financial aid operations representing 8 components and 18 topical areas.	Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth. Develop, enhance, and align business processes.	Optimize The Barton Experience Emphasize Institutional Effectiveness
Implement "The Barton Puzzle" project.	Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.	Drive Student Success Optimize The Barton Experience
Implementation, training, and utilization of Accudemia in designated service centers.	Advance student entry, reentry, retention, and completion strategies. Develop, enhance, and align business processes.	Drive Student Success Emphasize Institutional Effectiveness
Create/redesign Barton Bound Scholarship promotional materials to reflect new parameters/scholarship amounts/application process.	Advance student entry, reentry, retention, and completion strategies.	Drive Student Success
Increase expand internal and external partnerships to provide Upward Bound students with community service, job shadowing, and career opportunities.	Expand partnerships and public recognition of Barton Community College.	Cultivate Community Engagement
Review and overhaul the graduation application procedure.	Advance student entry, reentry, retention, and completion strategies. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth. Develop, enhance, and align business processes.	Drive Student Success Optimize the Barton Experience
Improve FERPA communication and activities to the college community.	Develop, enhance, and align business processes.	Optimize The Barton Experience

Appendix N