Barton Community College
Board Meeting
May 27, 2015

Strategic Plan:

Beginning in the Fall of 2014 the College Administration began discussions about how to make Strategic Planning more of a regular part of the normal college activities. Through these dicussions and research the decision was formed to enlist the expertise of Dr. Gene George.

Dr. George, acting as a private consultant to Barton Community College, agreed to produce the following deliverables through an engagement ending in May 2015.

1) A redesigned, streamlined planning model for Barton Community College that defines a data-informed, strategic approach to creating focus and purpose across the college, aligning long-range plans to the critical daily work of teaching and learning, managing limited resources and making decisions every day that move the college toward achieving its mission, purpose and strategic goals.

2) A planning guide that describes the scope and purpose of the strategic planning model, the function of its parts and their interrelationships, and the steps to be taken for the model's implementation.

3) An engagement with Barton faculty, staff, Board of Trustees and other stakeholders as defined by the institution that leads to the creation of the college's plan for 2016-2021 using the new model.

To this end, a strategic planning framework has been developed 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/unit 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**

The college's Core Priorities represent constant areas of focus. Under each Priority, Barton's Board of Trustees have defined a series of END statements, which express in measurable terms the value Barton intends to create in each Priority area. These statements are not as timeless as Barton's Core Priorities, and may evolve over time as conditions change. The END statements provide definition to the Core Priorities, identifying the essential elements of each priority and creating the foundation for effective measurement of results. The context created by the priorities and END statements enables the college leadership to identify how the college needs to adapt to changing conditions to improve results in these areas.

Proposed Strategic Plan:

Barton Strategic Plan

Approved ##/##/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.

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• 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.

Conditions of Success
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. Evaluate based on survey results and other feedback.
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 Goals
    o Goals convey a vision for Barton's future that transcend the timeline of the strategic plan.
    o KPIs clarify and simplify the true intent of Goals by defining what we will measure to determine success.
- KPIs establish significant but realistic outcomes and establish a timeframe for results.
    o They define the baseline of performance in a targeted area, quantify the intended improvement and state the target date.
    o 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.
    o 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			
Goal	**KPI**	**Alignment to Accreditation**	**Alignment to Foresight 2020**
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 improvement for all faculty (so either individually or by department, but not as a whole as the average is already above a 4).	Criterion 4	Yes
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	

Plans of Work

Barton's strategic plan is implemented through a series of projects identified in work plans in each of the major divisions – Academics, Student Services, Information Services, Administrative/Executive, Advancement, Human Resources and Finance. The college's planning process provides a framework for planning that creates both a structured, strategic context for conducting the essential work of the institution and a flexible approach for organizing and executing that work down through the various units of the college. 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 big projects in more manageable phases.

The following list provides a high-level summary of the work plans.

This process requires completing sections in a sequence. To provide the Board with the appropriate level of oversight the section below is to be completed after Board input/approval of above goals. The goal actions/tasks will be provided to the Board late summer, July or August.

Academics

- Currently reviewing goals.

Student Services

- Currently reviewing goals.

Information Services

- Currently reviewing goals.

Administrative/Executive

- Currently reviewing goals.

Advancement

- Currently reviewing goals.

Human Resources

- Currently reviewing goals.

Finances

- Currently reviewing goals.

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

Recommendation: The Administration recommends that the Board of Trustees approve the Strategic Plan as presented. The Strategic Planning framework will be the foundation guide for the college moving forward - 2016-2021.

Barton Strategic Planning Timeline
7-1-2014 through 6-30-2015
Ongoing-Review/Discussion of KPI and Adding items to Assurance Argument and Evidence File at all venues

Responsibilities	July	August	September	October	November	December	January	February	March	April	May	June
Executive Leadership Planning retreat to assess current state of college & relevance of projects	Evaluate & revise plans **Retreat**											Evaluate & revise plans **Retreat**
VP, Academic Deans & Student Services Dean lead collaborative planning meetings		These plans specify the major projects to be undertaken in the current & forthcoming academic year to advance Leadership planning retreat goals										
Executive Leadership engage in monthly research summits		Summits (PCD, etc..) focus on critical issues that will influence the future of the college in such areas as Student Success, Enrollment & Retention and Finances										
Executive Leadership & faculty focus on program reviews							All departments conduct reviews/program reviews & strategic budget development				
Dean of Information Services or other leaders	Briefs Board on status of plans & solicits feedback											
HLC Accreditation												
Assign team members						Assign team members					
Orientation Meetings										Orientation Meetings		
Core Team Meet w\leaders											Core Team Meet w\leaders	
Gap Analysis												Gap Analysis
Quality Initiative											Academy	

Barton Strategic Planning Timeline
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Executive Leadership & faculty focus on program reviews								All departments conduct reviews/program reviews & strategic budget development				
Dean of Information Services or other leaders	Briefs Board on status of plans & solicits feedback											

HLC Accreditation

	July	August	September	October	November	December	January	February	March	April	May	June
Gap Analysis/Review	▇	▇	▇			Core Team Review						
Criterion 1 Rough Draft					▇							
Criterion 2 Rough Draft					▇							
Criterion 3 Rough Draft					▇							
Criterion 4 Rough Draft					▇							
Criterion 5 Rough Draft					▇							
Compliance Reporting				▇	▇				▇			
Criterion 1 Final Draft									▇	▇		
Criterion 2 Final Draft									▇	▇		
Criterion 3 Final Draft									▇	▇		
Criterion 4 Final Draft									▇	▇		
Criterion 5 Final Draft									▇	▇		
Begin Final Draft Review												Core Team
Quality Initiative	Jo Harrington - Ange Sullivan - Vic Martin - Randy Thode											

Barton Strategic Planning Timeline
7-1-2016 through 6-30-2017
Ongoing-Review/Discussion of KPI and Adding items to Assurance Argument and Evidence File at all venues

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Executive Leadership & faculty focus on program reviews							All departments conduct reviews/program reviews & strategic budget development					
Dean of Information Services or other leaders	Briefs Board on status of plans & solicits feedback											
	HLC Accreditation											
Final Draft Review	Core Team									Core Team		
Submit to VP			VP									
Submit to President					President							
Submit to Board of Trustees							Board of Trustees					
Final Lock Date											Lock	
Quality Initiative	Jo Harrington - Ange Sullivan - Vic Martin - Randy Thode											