



BARTON STRATEGIC PLAN

Updated 02/18/22

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 in 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 and apply that knowledge to plans and decisions.

These decisions lead to continuous improvement of Barton's programs, services, and operations. In this model, planners at all levels can determine performance "gaps" at the institutional and divisional/department levels and implement initiatives to close those gaps. Senior administrators, with input from internal stakeholders, can allocate resources to support the Strategic Plan and ongoing operations that are essential to closing those performance gaps, and improving overall effectiveness.

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 increasing levels of effectiveness.

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

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

Goals

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

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.

Key Performance Indicators (KPI's)

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
 - Convey a vision for Barton's future that transcends the timeline of the strategic plan.
 - Define what we will measure to determine success.
- KPIs establish significant but realistic outcomes and establish a timeframe for results.
 - KPIs document the total effect of Strategic Plan implementation.
- KPIs align with the 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.

Key Performance Indicators by Core Priority and Goal

Drive Student Success

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

Cultivate Community Engagement

3. Expand partnerships & public recognition of Barton Community College

- 3.1. Partnerships
- 3.2. Total Headcount/Credit Hour/Applications

Optimize the Barton Experience

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

Emphasize Institutional Effectiveness

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

Reporting

KPI's will be reported on a dashboard as the following 10 Metrics.

Student Retention	Student Completion	Student Learning	Student Ratios	Partnerships
<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 	<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
Student Enrollments	Barton Experience	Composite Financial Index	Grant Dollars	Turnover
<ul style="list-style-type: none"> • KPI 3.2: Total Headcount/ Credit Hour/ Applications 	<ul style="list-style-type: none"> • KPI 4.1: Noel Levitz/Student Services Survey • KPI 4.2: Climate Survey – Student Perceptions • KPI 4.3: PACE 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 	<ul style="list-style-type: none"> • KPI 5.3: Full Time/Part Time Faculty Turnover • KPI 5.4: Full Time/Part Time Staff Turnover • KPI 5.5: Adjunct Faculty Turnover

Alignment

The Metrics align with the Mission Statement, Core Priorities, and Strategic Plan Goals as displayed below.

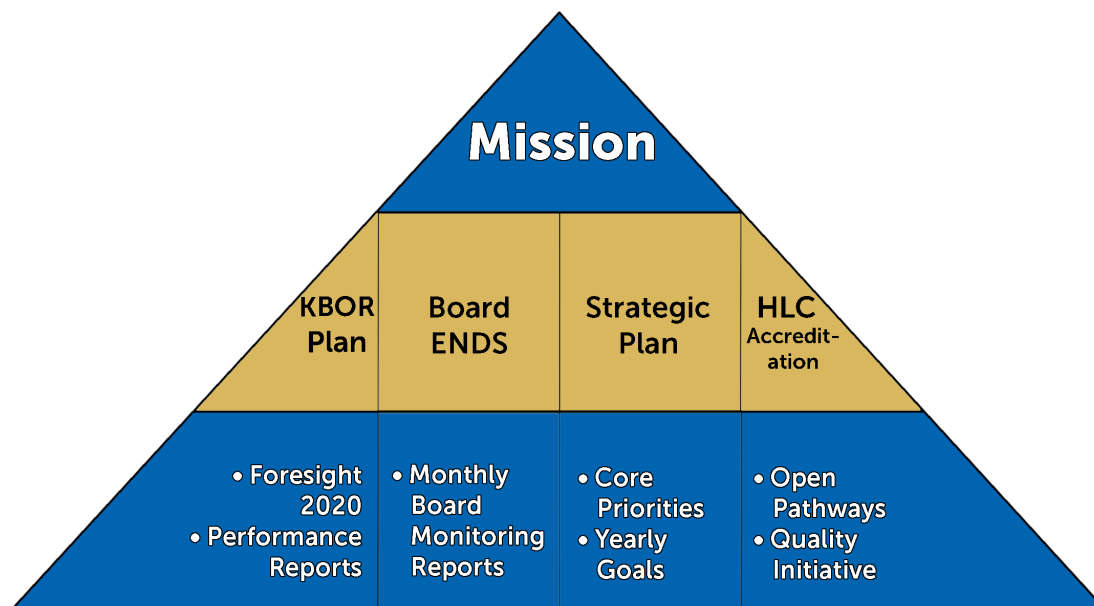
Mission Statement	Core Priority	Strategic Plan Goals	KPI Metrics
Learning Opportunities	Drive Student Success	1. Advance student entry, reentry, retention, and completion strategies.	<ul style="list-style-type: none"> • Student Retention • Student Completion
Support Student Needs		2. Foster excellence in teaching and learning.	<ul style="list-style-type: none"> • Student Learning • Student Ratio
Support Community Needs	Cultivate Community Engagement	3. Expand partnerships & public recognition of Barton Community College.	<ul style="list-style-type: none"> • Partnerships • Student 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.	<ul style="list-style-type: none"> • The Barton Experience
Exceptional and Affordable	Emphasize Institutional Effectiveness	5. Develop, enhance, and align business processes.	<ul style="list-style-type: none"> • Composite Financial Index • Grant Dollars • Turnover

Plans of Work

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.

It is implemented through a series of goals and projects identified in work plans in each of the major divisions – Instruction, Student Services, Information Services, Institutional Effectiveness, Administrative/Executive, Advancement, Human Resources and Finance. 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. 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 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.