Barton Strategic Plan

Approved 05/28/2015 – Updated 06/23/16

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.

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 – VP, Academic Deans, Student Services
    A. Address relevance of scheduling, programming, advisement and student peer mentoring.
        • Re: advisement: see Degree Works information under "C" below
        • Fort Leavenworth is using last few years of data to adjust class offerings.
        • Fort Riley is now helping Troop Schools with advisement of soldiers.
    B. Write Title III grant, focus of grant will be discussed at the July 2016 the Executive Leadership Council. 05/24/16
    C. The following elements are being considered and evaluated in terms of their suitability as part of retention programming:
        • Continue retention reporting to advisors
        • Include retention metrics on future Program Reviews

- Communication plans including recruitment communications & advising communications
- Partnering with Athletic Mentor to tie intervention with at risk student athletes to support services with intrusive and frequent follow up

D. Continue implementing DegreeWorks to enable identification and communications to students close to completion

- Degree Works introduction presented at Fall Professional Conference Days, BC/GB campus
  - o 23 WTCE advisors have received Degree Works training this fall
  - o 9 Academics division advisors have received Degree Works training this fall
  - o 5 Fort Riley advisors/personnel are scheduled to receive Degree Works training in the coming days – now completed
- A spring 2016 survey to advisors on their experience with Degree Works produced these results: 06/20/2016
  - o 40 advisors responded to the survey
  - o 80% indicated they were using Degree Works for all of their degree audits
  - o Comments from those not using Degree Works including having not yet received training and concerns about the feasibility and accuracy of using it with a military population/military credits
  - o 77.5% of respondents agreed or strongly agreed that Degree Works was "easy to use"/ 7.5% disagreed
  - o 72.5% indicated using Degree Works is saving them time
- Ongoing testing by advisors who have been trained and collaboration/communication between those advisors and Degree Works functional staff via degreeworks@bartonccc.edu
- Advisors are transitioning to utilize Degree Works audit as part of graduation application process/ replacing manual degree audit process – 02/23/2016
- Process in place to assign advisors from application – significantly decreased the time it takes for a new/incoming student to be assigned an advisor – 02/23/2016
- WTCE Utilizing Degree Works-05/10/16
- WTCE Conducting Syllabi Reviews-05/10/16
- Completing Faculty Creditials Reviews-05/10/16
- Business Program Events: Etiquette Dinner and Clothes Closet Event at Job Fest-5/10/16
- Implemented BioSig to authenticate students. Added information for faculty in the BOL training courses 06/23/2016

A. Develop default aversion communication process through Financial Aid

- Develop a first year experience (FYE) task force to research and design a program for new students and to assist with transition and retention:
  - o Task force members identified
  - o First of 8 meetings began January 2015
  - o Vision and Purpose statements were created
  - o Task force member Christopher Stott attended National FYE Conference in February 2015
  - o Brett Bruner FYE Director from FHSU attended our June task force meeting to describe the program he manages

- o FYE Task Force developed and executed the first FYE event: Welcome to Barton in start of Fall 2015
- o Brett Bruner met with Task Force in November 2015 to discuss various questions the task force created as part of our continued research

B. Develop a new Developmental Education Class, English Composition with review modeled after Barton's College Algebra with review to assist students to complete their English composition requirements.
- Pilot began Fall 2015
- Consistent monitoring of student success.
- Expectation after pilot review to continue to offer this class in Spring 2016
- The Academic Center for Enrichment (ACE) is highlighted with it's own webpage with detailed documents describing their processes (June 2016)

C. Begin laying a foundation to produce a retention plan during FY2017

2. Enhance the Quality of Teaching and Learning – VP, Academic Deans, Faculty Council Professional Development Committees
   A. Emphasize the importance of professional development, mentoring, and best practices that lead to student success.
   - Bartonline team has trained over 350 faculty (duplicated) on various areas on the Canvas LMS and are continually offering remote and face to face training at Fort Riley, Fort Leavenworth and Barton County Campus. 02/23/2016
   - Canvas eCertification courses BOLT 101 and BOLT 103. These courses are updated and new products are deployed in Canvas. 06/23/2016
   - Online courses updated as faculty move courses to Canvas LMS. All courses in Canvas by Spring 2016.
   - Master Syllabi Revisions ongoing.
   - Completed Faculty Credential reviews-06/08/16
   - Adjunct Faculty evaluation form is complete-06/08/16. Face to face associate faculty is in the evaluation process-06/08/16
   - Fort Riley staff conferenced with Grandview Plaza staff to exchange information and awareness for respective services and operations.
   - The Academic Division assigns new full time faculty members one as a mentor for discipline development and another to assist in BCC organizational information.
   - WTCE conducting On-site School District Partner Meetings Fall 2015
   - Fort Riley faculty/staff have participated in 4 different professional development opportunities fall of 2015.
   - Library Director attended CULS conference (see first bullet under 'Optimize Employee Experience') presentation 'An Overview of Free and Useful Resources from NLM (National Libraries of Medicine)'. There are many tools and resources libraries and instructors can use. Barton Library currently links to some of their open source resources. Director will communicate with Dean of WTCE this information and how best to share it, including offer from Alicia Lillich (Kansas Outreach Coordinator, National Network of Libraries of Medicine) to come to BCC and provide training for faculty. 04/29/16

   B. Increase student access to student gradebook and align student and instructor expectation of communication through syllabus.

- All instructors in Fort Riley and Fort Leavenworth use part of the first day of class assisting students with the process of logging in and reviewing syllabus. Dean Anderson regularly emphasizes the importance of faculty inputting grades in a timely manner.
- During the online course review process, syllabi are checked to ensure they include methods of instruction and evaluation for students. All instructors should provide descriptive and clear expectations for students on the course assignments and evaluations-06/08/16

Cultivate Community Engagement
3. Enhance Internal Communication – Student Support Services, WTCE
   A. Engage Student Support Services & student life providers in Fall and Spring Professional Conference Day/Advisement & Engagement Days.
      - Successful Fall 2015 Professional Conference Days-09/01/16
      - Successful Spring 2016 Professional Conference Days Planning-05/10/16
      - College planning discussions have been completed for both campus locations-05/10/16
      - College Public Relations news releases are forwarded to all college employees-05/10/16
      - Title IX session presented at Fall Professional Conference Days, BC/GB campus
      - Title IX information presented at BC/GB campus forum, Wednesday October 28, 2015
      - Title IX information on November 17, 2015 Study Session agenda
      - Fort Riley held regular "Advising and Enrolling Days coinciding with enrollment cycles.
      - Attended VP Academic Dean meeting in April 2016 on how the library can increase communication with faculty/staff regarding library resources and services. Updated verbiage on Library Resources webpage. Working with BCC PR/Marketing regarding promotion of internal library webpage. 04/20/16
      - WTCE successful Career Fair-05/10/16
      - WTCE booth at Job Fest-05/10/16
      - WTCE On-site District Partner Meetings Fall 2015-05/10/16
      - WTCE Updated CNH Contract-05/10/16
      - WTCE Updated Clinical Partner Agreements-05/10/16
   B. WTCE served as a Vendor for the 2016 Parents as Teachers Conference (Home School Students); Collaborating with Admissions and BOL-05/10/16
   C. Welding program campaign-05/10/16
   D. Fort Leavenworth has initiated PTK, a Running Club and a Book/Writers Club within the last year.
4. Enhance External Communication – President, Public Relations
   A. Create methods for special topic forums (i.e. "pool") and "state of the college" type forums <u>for all</u> (internal & external stakeholders).
      - Forum topics determined by impact on student learning/service; and/or impact of legislation/policy mandate; and/or impact on institutional resources.
      - Yearly college Forums Scheduled-08/01/15
      - Community survey is being developed and readied for public comment via media outlet-12/31/15
      - Face-to-face community survey event has been completed-01/31/16

- Yearly Community Report distributed-11/01/15
- Barton feedback form receiving an average of 3.5 submissions per month – average response time is approximately 10 -12 days.

Emphasize Institutional Effectiveness

5. Initiate periodic review of the Mission Statement and Vision Statement. – President, Public Relations, Board of Trustees
    A. Yearly news release inviting public comment.
        - Community survey was deployed public comment via media outlet-05/24/16
        - Board of Trustees reviewed Mission/Vision/ENDs-11/01/15
        - Trustees have directed ENDs 4 and 5 to be combined and modified-12/31/15
6. Through professional development, identify and create a training for understanding and use of process improvement methodologies. – VP, Academic Deans, Faculty Council, Professional Development Committees
    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.
        - Program, Topic and Processes group has establish Phase 0 of the CAM process.
        - WTCE submitted 2015 Program Reviews and all Academic Deans are completing their program reviews-02/23/2016
        - WTCE FY 17 Program Budgets Complete-05/10/16
        - WTCE Strategic Plan Prioritized-05/10/16
        - WTCE KS Department of Revenue CDL Testing Contract-05/10/16
        - WTCE Perkins Reserve Grants Award (Second Semi-Truck & Trailer)-05/10/16

Optimize Employee Experience

7. Develop more consistent & robust employee orientation. - Human Resources
    A. Establish a baseline of new employee experience with Agile employee onboarding system via survey.
        - Barton was told today that we are miles ahead of most of their clients on the amount of information Barton would be providing for our new hires. However, Barton was provided with suggestions that will streamline our information to make the onboarding experience a more organized experience for our new employees. Along with this new information, Agile will test our procedure and make recommendations for any changes before we ever go live with our first employee. With this assistance, Barton has no doubt that we will be up and going by mid-to late-June. Likewise, Agile is helping us make the most of our HR New Employee Orientation experience. In addition to the Orientation, Barton has created a survey for the new employee, asking their impressions of their HR onboarding experience. This will be ready to launch when we go live with our first new hire. Barton's future plan is to create yet another survey for the new employee that will ask them about their first week's experience at Barton. We are ready to send the HR Orientation Onboarding Message to our first employee, then follow up with the first impressions-05/24/16
        - Working with Public Relations on redesigned HR forms.
        - Ready to start testing once forms are completed
        - Learning Resouce Center-Attended CULS (College University Library Section, part of Kansas Library Association) Conference April 21-22. Attended ALICE (Alert, Lockdown, Inform,

Counter, and Evacuate) training presented by Pittsburg State University's Director of Student Rights and Responsibilities, C. Jason Kegler who is also a current part-time police officer-04/29/16

- Learning Resouce Center-Juggling Collections and Connection to Community: Changing Roles of Libraries': an overview of old vs. new roles of academic libraries, how academic libraries are checking out more than books (Barton Library checks out electronic devices and board games), how to create a collection development policy by setting main goals and creating a roadmap to get there (Barton Library will be updating theirs for FY17 and reviewing it with VP), creating displays to connect with students (Barton Library has displays in place and will have a schedule which specific student groups and college departments/programs can promote themselves in the library)-04/29/16

- Learning Resouce Center-(Rough & Divergent) Road to Open: How Do We Get There From Here?': presentation of colleges and libraries using open access resources. Barton Library provides links to 15 open source databases and 18 open source e-book collections (6 are free textbooks) on its Library Resources webpage including DOAJ (Directory of Open Access Journals) which was mentioned several times during presentation-04/29/16

8. Enhance professional development system. – Institutional Effectiveness and other Deans Professional Development Committees

   A. Each individual who have oversight of institutional professional development dollars will notify employees within their area of supervision about the availability of these dollars and the steps they must follow in order to apply for professional development endeavors using these dollars.

   - Bartonline team has trained over 350 faculty (duplicated) on various areas on the Canvas LMS-02/01/16
   - Professional developmental plans for WTCE employees are in place-10/01/15
   - Working on professional developmental plans for Fort Riley employees.
   - Professional development seminar held on Friday, November 20th.
   - Hosted a professional development evening at Fort Leavenworth on Friday October 2nd.
   - Data gathered for profession development resource web page-05/10/16
   - Dean Simmons graduated from Statewide Leadership Training with plans to implement College Leadership Training-05/10/16
   - WTCE hosted financial aid and advisement syllabus faculty forums-05/10/16
   - WTCE Financial Aid & Advisement Syllabus Faculty Forums-05/10/16
   - WTCE Supervisory Chats to Campus Supervisors-05/10/16
   - WTCE Statewide Leadership Training with Plans to Implement College Leadership Training-05/10/16
   - WTCE Faculty Forum on Academic Integrity-05/10/16
   - WTCE organizing annual Adjuct Faculty Meeting (August 2016)-05/24/16
   - WTCE organizing annual Adjuct Faculty Orientation (August 2016)-05/24/16
   - Participating in KBOR "Work Ethics" Seminar (August 2016)-05/24/16
   - Seven employees attended Ellucian Live Conference (April 2016)
   - Two Information Service Employees attended League for Innovation Conference, Brenda Moreno presented on "Women in IT" and Charles Perkins presented on "Putting Academics First in Planning"(March 2016)
   - Six employees attended the HLC Annual Conference (April 2016)

Key Performance Indicators

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			
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.	Implementation 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 results 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.

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
  - Monthly Reports
- Strategic Plan
  - Yearly Goals
  - Academic Plan of Work
- KBOR Plan
  - Performance Reports
  - Foresight 2020
- HLC Accreditation
  - Open Pathways
  - Quality Initiative