

Barton Strategic Plan

Approved 06/27/17 – Updated 02/25/2020

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 (Values):

- 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 – 54% of operational budget 2019-20

Budgeted

- **Strategic Plan \$386,414**
- **Instruction and Student Services \$18,164,003 increase of \$1,518,287 over Period Ended 06/30/2019.**

1. Advance student entry, reentry, retention and completion strategies
 - Establish robust support systems and processes that reduce barriers to entry, reentry, retention, and completion while enhancing student transition to the workforce or further education.
 - i. Enrollment RX is live now (student admissions system) – 07/01/2019 Presented 09/24/2019
 - ii. Maxient (Code of Conduct incidents and Title IX complaints and Academic Integrity Incidents) is now live – 06/01/2019 Presented 09/24/2019
 - iii. Active Learning Classroom (Actively Engaging Classroom using Technology to assist) is set up and is currently being used this semester - 08/21/2019 - Presented 09/24/2019

- iv. Student Success Academy team participates in Roundtable One as part of Barton's participation in this HLC academy activity – 10/22/2019
 - 1. Academy team has completed survey of students' perceptions of student success and preparations for Roundtable 2 in late March – 02/25/2020
 - v. Held the fifth "Interview a Business Student" event on October 21st and October 22nd. Employees volunteered their time to interview students to help them practice their interviewing skills. 10/22/2019
 - vi. [Barton hosted Business After Hours to unveil Nex-Tech Active Learning Classroom](#) on September 19th from 5 – 7 p.m. in C-150. 11/26/2019
 - vii. [Barton Community College invited seniors to "Fall in Love with Barton" at Senior Day Nov. 13.](#) \$4,000 in Scholarship were given away. This was the largest ever Barton Senior Day with approximately 220 students and 130 parents who came. 11/26/2019
 - viii. [Junior Day](#) – 02/12/2020 – nearly 300 students attended – 02/25/2020
 - ix. [Barton GED Orientation classes](#) began on November 18th. The classes will be held at the center located on Main Street. Students must attend all orientation classes from Nov 18 – 21st to qualify for classes. 11/26/2019
 - x. [Center for Adult Education](#) here at Barton held an open house on November 7th from 3 – 7 p.m. to help show people how to get started on the path to a better life. 11/26/2019
 - xi. Barton attended and participated in the HLC Assessment Academy, a long term program offered by HLC and designed to guide schools on broad topics which benefit from mentoring towards developed strategies. Jo Harrington, Vic Martin, Ange Davied, Charlotte Cates, & Danika Bielek attended the capstone Results Forum and received commendation by HLC of a job well done. 11/26/2019
 - xii. Barton hosted its third annual Academics Month in the month of November. This year we had four highlighted areas: Instrumental Music, ESOL, HPER and History/Geography. A few of the events included Prairie Ink Launch Party, History of Dance, Alice in Wonderland production, Cohen Center event highlighting Kansas history, Student Recital, Instrumental concert "Night at the Movies", and Jack Kilby STEM Day. 11/26/2019
 - xiii. Academic Support Program – collaboration between Instruction and Student Services addressing needs of entering developmental students with a goal of hitting target GPA – 02/25/2020
 - xiv. Implemented [Read and Write Gold](#), a disability support software for student use – 02/25/2020
 - Pursue Open Educational Resources (OER), American with Disabilities Act (ADA) Compliance, academic integrity, and student assessment initiatives that are accessible and inclusive to all students.
 - i. Project5! was completed with 5 faculty and 4 courses being certified. They are as follows: OER: Melissa Rigney – ENGL 1204; Alissa Duncan and Angela Lewis – COMM 1230; Ange Davied – MATH 1828; and Mark Knapp – PSYC 1000 10/22/2019
 - ii. Successfully completed the HLC Assessment Academy (10/31/2019) – 11/26/2019
2. Commit to excellence in teaching and learning
- Adapt the learning environment to engage the diverse student population.
 - i. Nursing - Laptop computers – As part of strategic planning for 2019/2020 the laptops were replaced. The laptops are used for all Nursing testing, classroom learning, simulation projects and technology training for students. The laptops had reached end of life after 7+ years. The replacement laptops were put into production start of Fall 2019/2020 Semester – 09/24/2019

- ii. Nursing – Academic Dean of Nursing/Simulation Coordinator – 50% of the salary – This position was previously 33% grant funded. We have transitioned this position to be college funded at this time. With additional funds already budgeted for the Academic Dean of Nursing position, we were able to fully fund this position with a \$5000 gift from the BCC Foundation. This position has been instrumental to enhancing our Simulation offerings in the Nursing programs. State and National accreditation require that we present “High level simulation”. This position ensures that we are following national criteria for development and presentation of our simulations – 09/24/2019
- Integrate a culture of academic integrity.
 - i. Barton is recognized the “International Day of Action Against Contract Cheating” on October 16th. This day observed around the globe is intended to promote the education of students about the growing threat of contract cheating. Vendors via websites and social media platforms are easily available, and they present convincing information that purchasing their services to complete your coursework is not a violation of integrity practices. However, as Barton students you should know the College does not support the choice of having someone else do your assignments, projects, quizzes and exams – 10/22/2019
- Create a trusting teaching and learning environment for faculty and staff through the Center of Academic Innovation and Excellence that fosters personal and professional growth and development.*
 - i. Erin Eggers and Claudia Mather attended the Distance Teaching and Learning Conference from August 6th – 8th. This conference emphasizes evidence-based practice, educational innovation, and practical applications of theories and research findings in the field of distance education and online learning. There are also many opportunities for you to network, share, and collaborate with peers from around the world - 09/24/2019

Cultivate Community Engagement

Budgeted

- **Strategic Plan \$100,000**

3. Expand partnerships across the institution.
 - Identify and build partnerships to enhance opportunities for stakeholders and students.
 - i. Heart of Kansas was added (and MOU signed) as mental health services partner for students needing this resource – 10/22/2019
 - Sustain existing partnerships and expand alliances through innovation.
 - i. Hosted annual USD Partner meeting on 11-13-19 – 11/26/2019
4. Reinforce public recognition of Barton Community College.
 - Bolster communication and marketing initiatives.
 - i. Barton hosted a launch party for the 10th issue of [Prairie Ink literary Journal](#) on Friday Nov. 1st from 12:00 p.m. – 2:00 p.m. in the Cavanaugh Room in the Learning Resource Center – 10/22/2019
 - ii. Hosted Academics Month (November) – 11/26/2019
 - Consistently tell the Barton story to stakeholders and constituencies.
 - i. More than 100 volunteers and countless hours of planning and preparation went into the Barton Community College 50th Anniversary Open House Celebration, held 11 a.m. through 4 p.m. Saturday, Sept. 28 all over campus. The planning team put together 500 giveaway bags and they were gone by 1 p.m. The event featured yard games, bouncy houses, a haybale maze, food trucks, Barton history and much more. It concluded with a

huge performance that featured Barton's Fine and Performing Arts programs in the Auditorium, including music performed by a reunion group of Hilltop Singers of the present and from the past 50 years.

Volunteers were tasked with manning booths, helping guests at the bouncy houses and food trucks, greeting guests and handing out programs and giveaway bags, giving guests rides to and from their vehicles on golf carts and more. Some volunteers helped with set up the day before and the morning leading up to the event, and many helped with tear down and clean up.

Overall, Barton administrators and the Board of Trustees considered the event a success and was an impactful way to show the community everything happening here at Barton. Many programs were represented including the career technical programs, as well as the other campuses at Fort Riley, Fort Leavenworth, Grandview Plaza and the Adult Education Center 10/22/2019

- ii. As part of the First-Generation College Student Celebration event, we also recognized the First-Generation faculty and staff to support the First-Gen students here at Barton this year. The idea is that first-generation students can seek out professors, advisors, and campus employees with similar experiences as role models or mentors. 11/26/2019
 - iii. Barton Counselor Jakki Maser presents information on the mental health needs of college students to the Rotary – 2/10/2020
<https://www.gbtribune.com/news/life/gb-rotary-hears-report-about-clinical-psychology/> - 02/25/2020
5. Foster a climate of inclusivity so students, employees, and communities are welcomed, supported, and valued for their contributions.
- Serve as a cultural beacon for students and community.
 - i. The [U.S. Air Force Academy Band's "Falconaires" Jazz Ensemble](#) performed a free concert at Barton on October 12th in the Fine Arts Auditorium 10/22/2019
 - ii. The [Barton Visual and Performing Arts Department](#) hosted a free annual sneak preview concert at 7:30 p.m. Thursday October 10th in the Fine Arts Auditorium. 10/22/2019
 - Demonstrate leadership through initiatives and activities.
 - i. ["Hope Week"](#) activities – October 21 – 25 - campus-wide celebration nurturing positive mental health, depression awareness and suicide prevention – 10/22/2019
 - ii. The following people were nominated for the 2019-2020 Barton's Leadership Institute – Abby Kujath, Jenna Hoffman, Deanna Heier, Erin Eggers, Curtis Rose, Shelli Schmidt, Orlando Hernandez, Karla Hitz, & Julie Munden. These individuals were nominated by their supervisors and then chosen by the Leadership Institute Committee. The institute is scheduled to span eight months from September to April. They will attend sessions on Fridays and a trip or two to the other Barton Campuses. 10/22/2019
 - iii. Two of our 2018-2019 Leadership institute graduates (Todd Mobray & Karly Little) have been selected to attend the Kansas Community College Leadership Institute (KCCLI) throughout the coming year. 10/22/2019
 - iv. Two Student Services employees received Mental Health First Aid certification in late fall 2019 – 02/25/2020

Emphasize Institutional Effectiveness - 46% of operational budget 2019-20

Budgeted

- **Strategic Plan \$20,000**

- **Academic Support, Institutional Support and Physical Plant Operations \$15,728,716 increase of \$2,006,553 over Period Ended 06/30/2019.**
6. Develop, enhance, and align business processes.
 - Develop and demonstrate data-informed decision-making.
 - i. Over 100 employees have been trained on Power BI Data Visualizations. 10/22/2019
 - ii. Survey data is being added to Power BI Apps. 10/22/2019
 - iii. Student Life piloting an expanded airport transportation service approach – 02/25/2020
 - Identify and implement strategies to reallocate and increase revenue and maximize resources.
 - i. Touchnet (Online Payment Gateway) is currently being used to help with the payment process (Integrated Point of Sale Solution, comprehensive and secure commerce and credentials) – 05/16/2019 Presented 09/24/2019
 - ii. Completed Moving to the Ellucian Cloud on 03/22/2020 at 3:27 p.m. – 03/24/2020
 7. Manifest an environment that supports the mission of the college.
 - Demonstrate a service-minded and integrity-focused environment.
 - i. [Barton hosted a blood Drive](#) on Friday October 25th. 11/26/2019
 - ii. Barton hosted its first [Cyber Security Awareness Presentation](#) Series in October. There were three different presentations for Public, Spanish, & Business. Michelle Kaiser, Charles Perkins, Zach Bauman, Orlando Hernandez, & Renee Demel presented the material. 11/26/2019
 - iii. [Barton hosted a Safe Sleep Presentation](#) given by physician assistant Kelci Burkey of Clara Barton Hospital from 6 – 7 p.m. November 14th. 11/26/2019
 - iv. [Barton Early Childhood Program & Barton Library hosted Kansas Reads to Preschoolers](#) on November 11th. 11/26/2019
 - Serve with responsiveness that supports learning through innovation and excellence.
 - i.

Optimize Employee Experience

Budgeted

- **Strategic Plan \$975,000 raises.**
8. Promote an environment that recognizes and supports employee engagement, innovation, collaboration, and growth.
 - Identify and support professional development opportunities for faculty and staff.
 - i. Todd Mobray, Curtis Rose, Teressa Zink, and Lee Miller attended the Instructurecon (Student Learning Management System Canvas) Conference July 8th – 12th. This conference is beneficial for the Center team as to stay on top of our Learning Management System, Canvas. This conference includes instructional design (gamification, open educational resources, integrations, templates, HTML/CSS), multimedia, Learning Tool Interoperability's, learning mastery, administration, programming, statistics and insights, assessment, and more. Presentation sessions are given by Instructure staff as well as everyday Canvas users in K-12 and higher education systems across the globe 09/24/2019
 - ii. Michelle Kaiser, Renee Demel, Tanner Marston and Pamela Henning attended the Educause Conference, October 14th – 17th. Educause is a nonprofit association and the largest community of technology, academic, industry and campus leaders advancing higher education through the use of IT. The best presenters, content and social networking share their experiences and guide IT people to grow professionally and discover solutions to today's challenges. There are over 1,600 vendors to help find solutions to technological needs 10/22/2019

- Foster a work environment that prioritizes awareness, communication, and team initiatives.
 - i. Microsoft Office 365 for Employees has been deployed and Information Technology will continue improving processes and usefulness – 03/29/2019 Presented 09/24/2019
 - ii. Integrating Ellucian Ethos Identity into our current Administrative Systems – 03/29/2019 Presented 09/24/2019
 - iii. 25Live (Room Scheduling) has been moved to the cloud – 06/01/2019 Presented 09/24/2019
 - iv. Ellucian Banner 9 Administrative has been upgraded – 10/01/2018 Presented 09/24/2019
 - v. Life cycle replacement of laptops used for Military Schools Faculty – Completed 10/16/2019 – 11/26/2019.
- 9. Develop, enhance, and align business human resource processes
 - Implement alternate methods for employee onboarding, professional development, evaluation, and compensation methods.
 - i. Time Clock Plus is now live for students and is being reviewed for possible employee implementation – 07/21/2019 Presented on 09/24/2019
 - ii. Successfully piloted Agile Performance Management system (Fall 2019) – 11/26/2019

* The 2-year Academic Plan must contain one paradigm shifting action item

The college budgeted 10% (4.5% last year) of total budget for growth and strategic plan a total of \$3,487,967.

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 (Values)
 - 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 (Values) 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 Community College Key Performance Indicators			
Core Priority (Values)	KPI	Alignment to Accreditation	Alignment to Foresight 2020

1. Drive Student Success	CCSSE (Community College Survey of Student Engagement) NCCBP (National Community College Benchmark Project) IPEDS (Integrated Postsecondary Education Data System) KBOR (Kansas Board of Regents) Performance Agreements Metrics on Data.bartonccc.edu	Criterion 3, 4	Yes
2. Cultivate Community Engagement	Board END 5 Regional Workforce Needs Board END 6 Barton Service and Regional Locations Metrics Yearly Board END reports Bartonccc.edu/community/boardoftrustees/monitoringreports	Criterion 1, 5	Yes
3. Emphasize Institutional Effectiveness	KBOR Data Degrees and Certificates Awarded Credit hours production Yearly Expenditures – Composite Financial Index Metrics Data.bartonccc.edu	Criterion 3, 5	Yes
4. Optimize Employee Experience	PACE (Personal Assessment of the College Environment) Metrics Data.bartonccc.edu	Criterion 2	

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, Institutional Effectiveness, Administrative/Executive, Human Resources, Facilities 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 – 2018
- Ruffalo Noel Levitz (Student Success Surveys) -
- PACE (Personal Assessment of the College Environment) – 2010 – 2012 – 2014 – 2016 – 2018 - 2020

