Barton Community College Strategic Plan Project Charter

4.1 – Demonstrate use of student, employee, and partner feedback to create and improve the Barton experience.

Purpose (The why of the project/current state):
To establish a systematic, transparent action-oriented process centered on students, that illustrates consistent use of student, employee, and partner feedback. This work directly supports Strategic Goal 4—Ensure a welcoming experience—and strengthens how Barton monitors and improves the Barton Experience. Initiative 4.1 calls for the demonstration of how feedback is gathered, interpreted, and used. This charter establishes that institutional process.

Artifacts: (The evidence being used):
- Ruffalo Noel Levitz Student Satisfaction Inventory (SSI) and Priorities Survey for Online Learners (PSOL): Biennial student surveys used to identify strengths, challenges, and gaps between importance and satisfaction. Analysis includes national benchmarks, strengths/challenges matrices, and key indicators such as overall satisfaction and "would enroll again." Item-level results are used to target specific experience issues (e.g., registration, advising, instructional responsiveness).
- PACE Climate Survey (Employee Experience): Biennial employee climate survey used to understand how institutional practices support students and employees. While construct results (e.g., Student Focus, Teamwork, Institutional Structure) provide directional context, Barton's primary use of PACE emphasizes disaggregated question level analysis. Individual items within each factor (for example, »student.needs.are.central.to.what.we.do‹ or »employees.work. cooperatively.across.departments‹) are reviewed to identify specific, actionable strengths and concerns.
- KPI Metrics Dashboard: Mission aligned institutional performance indicators, including student success, retention, and completion, with alignment to KBOR and HLC expectations. KPIs are used to assess whether experience-focused interventions are associated with measurable outcome changes at the unit or program level.
- Strategic Plan (2025–2028) and Board ENDS Monitoring: Strategic priorities, outcomes, and monitoring expectations that establish accountability and reporting cadence for Barton Experience improvements.

- Student Success and Completion Measures: Course success, fall-to-fall retention, and completion of metrics used to examine coherence between student experience feedback and academic outcomes.
- Additional Feedback Channels: Supplemental qualitative and operational data, including course evaluations, helpdesk and service request trends, complaint and appeal logs, advising and tutoring feedback, employer and advisory committee input, and alumni/graduate surveys. These sources are used to validate survey findings and inform improvement of sprint selection.

Overview (Summary of what will be done):
President's Staff provides a standing forum for reviewing evidence of the Barton Experience. As the champions of Strategic Planning Initiative 4.1, President's Staff will lead a monthly review cycle of the Barton Experience evidence (artifacts listed above), monitor related strategic planning initiatives, and initiate/coordinate changes within their respective departments and divisions to address priority experience issues. Rather than commissioning discrete improvement projects, President's Staff monitors patterns and themes across data sources. The group will identify top priority opportunities, implement actions within their appropriate operational areas, and close the loop through campus communications and Board ENDS monitoring. Through this role, President's Staff serves as the physical and functional point at which the continuous improvement cycle is closed, linking feedback, action, outcomes, and institutional reporting.

President's Staff serves as the institutional reporting and accountability body for this work. Beginning in Spring 2026 and continuing through the remainder of the 2025–2028 Strategic Plan cycle, Champion Teams will present their charters, progress updates, and results to President's Staff. These updates will inform Strategic Plan monitoring, KPI reporting, and Board ENDS materials. This structure reinforces strategic ownership at the Champion Team level while ensuring consistent institutional visibility and alignment.

Goal (Desired result/the data point you want to move):

- RNL (SSI/PSOL): close priority gaps and sustain strengths
  - o Gap closure: Reduce importance–satisfaction gaps on at least three priority "challenge" items by ≥0.20 on the 7-point satisfaction scale by AY 2027–28, using SSI/PSOL strengths/challenges matrices and national benchmarks to select items.
  - o Benchmark position: Maintain overall satisfaction ≥+2 percentage points and "would enroll again" ≥+5 percentage points above national benchmarks.
  - o Use of evidence: Prioritize actions based on item-level results and patterns in gaps across modalities (on campus and online) highlighted in SSI/PSOL reporting.
- PACE (Employee Climate): act on item-level drivers
  - o Overall climate: Increase overall PACE mean from 4.146 (2022) to ≥4.20 by AY 2027–28.
  - o Sustain key constructs: Maintain Student Focus ≥4.30 and Teamwork ≥4.25.
  - o Item-level focus: Use disaggregated questions within constructs (e.g., »student.needs.are.central.to.what.we.do? »employees.work.cooperatively. across.departments‹) to identify and address specific strengths and concerns, report progress at the item-level.
- Linkage to Student Success KPIs: demonstrate outcomes where actions occur
  - o When Barton takes action based on student, employee, or partner feedback, we will review course success and fall-to---fall retention in the areas where those actions occur to see whether outcomes improve or stabilize.
  - o These results will be documented and shared to demonstrate coherence between experience improvements and student success, without shifting responsibility for collegewide outcomes governed under Strategic -Goal 1.
  - o Evidence will be summarized annually through existing KPI dashboards and incorporated into Board ENDS monitoring, consistent with the 2025–2028 Strategic Plan cadence.

Project Description or Scope of Work:

Initiative 4.1 ensures Barton uses student, employee, and partner feedback in a systematic and visible way to improve the Barton Experience and demonstrate that use over time. President's Staff owns Initiative 4.1 and serves as a standing, institution level forum for reviewing evidence, monitoring related strategic planning initiatives, and making changes within their respective divisions and departments. Through this work, President's Staff identifies priority experience issues, coordinates action within operational areas, and closes the loop through communication, KPI reporting, and Board ENDS monitoring.

President's Staff also serves as the institutional reporting and accountability body for Strategic Planning Champion Teams. Beginning in Spring 2026 and continuing through the remainder of the 2025–2028 Strategic Plan cycle, Champion Teams will present their charters, progress updates, and results to President's Staff. These updates inform Strategic Plan monitoring, KPI dashboards, and Board ENDS materials, reinforcing Champion Team ownership while ensuring consistent institutional visibility and alignment.

Initiative 4.1 establishes an institution-level process for governance, evidence review, accountability, and reporting across the 2025–2028 Strategic Plan cycle. President's Staff meets monthly to review Barton Experience evidence, monitor progress across related strategic initiatives, and ensure that student, employee, and partner feedback results in action within divisions and departments. Evidence includes RNL SSI and PSOL results, PACE climate survey items, KPI dashboards, student success and completion measures, and supplemental qualitative feedback, which are used to identify institutional patterns and set experience-related priorities. President's Staff confirms that actions are evaluated, results are communicated, and where experience-driven actions occur, reviews course success and fall-to-fall retention to demonstrate alignment with student success. Results are summarized annually through existing KPI dashboards and incorporated into Board ENDS monitoring.

Starting Date:
Spring 2026

Milestone Dates:
- Spring 2026: Strategic Planning Initiative 4.1 charter finalized and implemented-- President's Staff begins formal monthly review of Barton Experience evidence and confirms reporting expectations for Strategic Planning Champion Teams.
- Summer 2026: Validate baseline evidence, e.g., RNL 2025 results, most recent PACE climate survey results, KPI dashboards, and supplemental feedback.
- AY 2026–2027: President's Staff conducts ongoing monthly evidence review; monitors progress across strategic initiatives and ensures feedback-driven actions occur within divisions and departments; Champion Teams begin presenting progress updates to President's Staff.
- Summer 2027: Administer and analyze RNL SSI and PSOL, review changes in importance–satisfaction gaps and adjust experience-related priorities as needed.
- AY 2027–2028: Continue monthly monitoring and Champion Team reporting, course success and fall-to-fall retention where experience-driven actions occur, summarize outcomes through KPI dashboards and Board ENDS monitoring.

- Spring 2028: Conduct summative review of Strategic Planning Initiative 4.1 processes and outcomes, document sustained practices and integrate into standard institutional operations, and the next strategic planning cycle.

Impact (How the goal is reflected in a defined population):
- Students: Clearer evidence that student feedback informs institutional decisions, reflected in sustained satisfaction and intent to reenroll, fewer registration and service barriers, and improved perceptions of instructional quality and fairness; where experience-driven actions occur, associated stabilization or improvement in course success and fall-to-fall retention.
- Employees: Improved employee climate over the Strategic Plan cycle, with particular attention to item-level drivers within PACE (e.g., student focus and teamwork), clearer shared expectations for service and responsiveness, and stronger alignment across units in supporting the Barton Experience.
- Partners: More consistent and visible use of partner feedback through integration into Strategic Plan monitoring and reporting; improved transparency regarding actions taken and outcomes achieved; and clearer alignment between partner input, experience improvements, and external accountability expectations

Plan for Sustainability (Where will project "live" after implementation):
- Ownership: President's Staff continues as the owner of Strategic Planning Initiative 4.1 and the standing institutional body responsible for monitoring the Barton Experience. Institutional Effectiveness maintains dashboards, survey pipelines, and analytic support, while action ownership remains embedded within divisions and departments as part of normal operations.
- Integration: Sustainability is maintained through existing structures, including monthly President's Staff reviews, annual KPI reporting, biennial RNL and PACE survey cycles, and regular incorporation of evidence and outcomes into Strategic Plan monitoring and Board ENDS reports.
- Ongoing practice: Experience review and response become part of standard institutional decision making rather than a one-off initiative. As feedback priorities are addressed, attention shifts to emerging patterns and next priorities, with documentation and results maintained through IE dashboards and reporting tools to ensure transparency and continuity across planning cycles.

Identified Institutional Values: (For 4.3 SPI, what institutional values are demonstrated by this initiative? (Honesty, Fairness, Respect, Courage, Trust, Responsibility) -