



BARTON STRATEGIC PLAN

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BARTON STRATEGIC PLAN

FRAMEWORK

The Strategic Planning Framework is the context within which Barton Community College operates to achieve its Mission and Vision. This framework is the foundation of a strategic management approach in which Barton’s leadership team takes responsibility for:

- Driving Student Success by tracking progress and improving teaching and learning.
- Cultivating Community Engagement by fostering and recognizing the value of partnership with community members and businesses.
- Optimizing the Barton Experience for students, the community, and employees by initiating dialogue and feedback opportunities.
- Emphasizing Institutional Effectiveness by defining data and resources critical to planning strategically for the college’s current and future goals.

In this model, planners at all levels use the framework as shared vision, mission, standards, data, and goals to evaluate and create departmental strategic plans. The decisions guided by this framework lead to continuous improvement of Barton’s student services, instructional programs, community enrichment, and operations. College leadership then allocates resources to support ongoing and future operations and projects that are essential to improving overall effectiveness.

Following are the Vision, Mission, Core Priorities, Strategic Goals, and Key Performance Indicators that together create the Strategic Planning Framework.

Additionally, included are the means for reporting Barton’s progress and adjustments to its Board of Trustees, Kansas Board of Regents, and the Higher Learning Commission.





VISION

Our Vision describes our desired future:

Barton Community College will be a leading educational institution, recognized for being innovative and having outstanding people, programs and services.

MISSION

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.

CORE PRIORITIES

The college enacts the Mission through four standing Core Priorities:

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

STRATEGIC GOALS

Strategic Goals are detailed means of achieving our Mission, Vision, and Core Priorities:

1. **Advance student entry, reentry, retention, and completion strategies.**
2. **Foster excellence in teaching and learning.**
3. **Expand partnerships & public recognition of Barton Community College.**
4. **Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.**
5. **Develop, enhance, and align business processes.**

KEY PERFORMANCE INDICATORS (KPI'S)

Key Performance Indicators are tracked at the institutional level with shared characteristics:

- KPI's align with the Mission by tracking the progress of values that will fulfill our Vision.
- KPI's align with the Core Priorities, defining what we will measure to determine success.
- KPI's establish a history and timeframe for improvement documenting the effect of the Strategic Goal implementation.
- KPI's meet or exceed external educational standards:
 - 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.
 - The Higher Learning Commission's "Open Pathways" accreditation follows a 10-year cycle and is focused on quality assurance and institutional improvement.

KEY PERFORMANCE INDICATORS BY STRATEGIC GOAL

1. Advance student entry, reentry, retention, and completion strategies

- 1.1. Fall to fall retention – full and part time
- 1.2. Course completion
- 1.3. Degree/certificate completion
- 1.4. 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

3. Expand partnerships & public recognition of Barton Community College

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

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

5. Develop, enhance, and align business processes

- 5.1. Composite Financial Index
- 5.2. Total Grant Dollars Raised

METRICS

KPI's Barton's planning process provides a systematic means of analyzing the current state of progress in achieving the college Mission and goals. Related KPI's will be reported on a dashboard as the following nine metrics detailed below:

1. Student Success	2. Student Completion	3. Student Learning
<ul style="list-style-type: none"> KPI 1.1: Fall to Fall Retention – Full and Part Time KPI 1.2: Course Completion 	<ul style="list-style-type: none"> KPI 1.3: Degree/Certificate Completion KPI 1.4: Program Completion (100%, 150%, 200%) 	<ul style="list-style-type: none"> KPI 2.1: Student Learning Outcomes/Program Assessment
4. Ratios	5. Partnerships	6. Enrollments
<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 	<ul style="list-style-type: none"> KPI 3.2: Total Headcount/ Credit Hour/Applications
7. Barton Experience	8. Composite Financial Index	9. Grants
<ul style="list-style-type: none"> KPI 4.1: Ruffalo Noel Levitz Student Services Survey KPI 4.2: Climate Survey – Student Perceptions KPI 4.3: P.A.C.E. 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

METRIC DASHBOARD

Metric will be displayed as graphics with accompanying web pages for additional detail:

KPI Metrics Dashboard

Overview

Student Success

Student Completion

Student Learning

Ratios

Partnerships

Enrollment

Barton Experience

Composite Financial Index

Grants



TIMELINE

The Strategic Plan Framework creates a foundation for effective planning. To sustain this approach, college leadership will engage in planning activities following the cycle below:

Barton Strategic Planning Timeline 7/1 to 6/30 yearly												
Group Responsibilities	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Executive Leadership review and update College Mission & Strategic Plan	Update Strategic Plan and Review Mission as Scheduled											
President's Staff receives regular data updates	Institutional Effectiveness will regularly update and report as necessary											
Leadership & Faculty finalize plans & approve budgets		All departments conduct program reviews & strategic budget development.										
VP's, Deans, & Directors lead collaborative financial planning					Departmental plans reviewed to specify which projects will be undertaken.							
VP's, Deans, & Directors report and interact	Solicit feedback from and brief Board of Trustees, the Barton Community, Kansas Board of Regents, Higher Learning Commission, and other regulating institutions on the progress of Barton's Mission, Priorities, and Strategic Goals.											

BOARD OF TRUSTEES ENDS MONITORING REPORTS

To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda which will include monitoring reports to evaluate progress toward the achievement of the Boards ENDS:

END	TITLE
1	Fundamental Skills
2	Work Preparedness
3	Academic Advancement
4	Barton Experience
5	Regional Workforce Needs
6	Barton Services and Regional Locations
7	Strategic Planning
8	Contingency Planning

MISSION ALIGNMENT

The Mission Statement aligns with the Strategic Goals, Core Priorities and KPI Metrics below.

Mission Statement	Strategic Plan Goals	Core Priority	KPI Metrics
“Learning Opportunities”	Advance student entry, reentry, retention, and completion strategies.	Drive Student Success	1. Student Success 2. Student Completion
“Support Student Needs”	Foster excellence in teaching and learning.		3. Student Learning 4. Ratios
“Support Community Needs”	Expand partnerships & public recognition of Barton Community College.	Cultivate Community Engagement	5. Partnerships 6. Enrollments
“Support Student and Employee Needs”	Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.	Optimize the Barton Experience	7. Barton Experience
“Exceptional and Affordable”	Develop, enhance, and align business processes.	Emphasize Institutional Effectiveness	8. Composite Financial Index 9. Grants

SUMMARY - PLANS OF WORK

Planning is most effective as part of the day-to-day management of the college. Planning defines and guides the work we do. Barton’s strategic plan begins with and is guided by the college mission:

1. The Mission comes first.
2. The Strategic Plan and Board ENDS are central and internal.
3. The KBOR Plan and HLC accreditation are external.
4. Goals, priorities, and reports guided by Barton’s Mission will help focus alignment.



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.

The plan is implemented through a series of goals and projects identified in work plans in each of the major divisions. 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

Academic Year – Fall-Spring-Summer (Example: AY 22 is Fall '21 – Spring '22 – Summer '22)

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.

Fiscal Year – July 1st - June 30th (Example: FY 22 is July 1st, 2021 - June 30th, 2022)

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 a 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.

APPENDIX: DEPARTMENT PLANS

ADULT EDUCATION A
COMMUNICATIONS B
FACILITY MANAGEMENT C
FISCAL D
HUMAN RESOURCES E
INSTITUTIONAL EFFECTIVENESS F
INFORMATION SERVICES G
INSTRUCTION H
STUDENT SERVICES I

ADULT EDUCATION

STRATEGIC GOALS AND ACTIVITIES

FY 2022, FY 2023, FY 2024 - 03/03/2021



1 - IMPROVE STUDENT COMPLETION ON HIGH SCHOOL EQUIVALENCY EXAMS (GED® EXAMS):

Ensuring all students have the proper training and education for satisfactory completion of the official “GED®” exams. Core Value 1 / HLC Criterion 1.A.3, 3.D.4, 3.D.5 / ENDS 2, 3, 5

- Ensure and provide adequate instructional resources and staff.

2 - TRANSITION HIGH SCHOOL EQUIVALENCY COMPLETERS TO A CAREER AND TECHNICAL EDUCATION PROGRAM OR TWO-YEAR DEGREE PROGRAM:

Assisting, encouraging, and motivating students to transition from Adult Education to a post-secondary program. Core Value 1, 3 / HLC Criterion 3.C, 3.D / ENDS 2, 3, 5

- Connect students with resources for entrance into post-secondary education.
 - Assist students with departmental specific funding and scholarships.
- Manage appropriate records to assist students with their transition to post-secondary education at Barton Community College (i.e., GED Transcripts)

3 - PROVIDE INSTRUCTION AND GUIDANCE TO OBTAIN QUALITY EMPLOYMENT SKILLS AND ABILITIES:

Teach, demonstrate, model, and expect essential skills and workforce preparedness skills for students to succeed in the current workforce climate. Core Value 1, 2, 3 / HLC Criterion 2.E.2, 3.B.4 / ENDS 1, 3, 5, 6 C

- Provide students with a realistic work environment, where possible.
- Provide and assist students with workplace training i.e., NorthStar.

4 - FACILITATE HIGH QUALITY ADULT EDUCATION AT AN AFFORDABLE COST, WITH CONVENIENT AND ACCESSIBLE TIMES AND LOCATIONS:

Adult Education will continue to work to secure federal and state funding to continue providing services at no cost. We will continue to offer classes at times and locations most convenient to a variety of work schedules. Core Value 1, 3 / HLC Criterion 5.A, 5.B, 5.D / ENDS 1, 2, 4, 5, 6A

- Provide multiple locations, class times and formats as needed by the current population.

5 - MAINTAIN ACCURATE AND COMPLETE RECORDS AS REQUIRED BY COLLEGE POLICY AND STATE/FEDERAL LAW:

Monitor closely all data reporting requirements to ensure sound and accurate data for all stakeholders. Core Value 1, 3 / HLC Criterion 5.A, 5.C.5 / ENDS 6, 7, 8B

- Ensure accuracy of all federal, state, and local compliance paperwork, student data and financial reporting.

STRATEGIC GOALS	CORE PRIORITIES	KPI METRIC	HLC CRITERIA
1. Advance student entry, reentry, retention, and completion strategies.	1. Drive Student Success	1. Student Success 2. Student Completion	1. Mission
2. Foster excellence in teaching and learning.		3. Student Learning 4. Ratios	2. Integrity: Ethical and Responsible Conduct
3. Expand partnerships & public recognition of Barton Community College.	2. Cultivate Community Engagement	5. Partnerships 6. Enrollments	3. Teaching and Learning: Quality, Resources, and Support
4. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.	3. Optimize the Barton Experience	7. Barton Experience	4. Teaching and Learning: Evaluation and Improvement
5. Develop, enhance, and align business processes.	4. Emphasize Institutional Effectiveness	8. Composite Financial Index 9. Grants	5. Institutional Effectiveness, Resources and Planning

COMMUNICATIONS STRATEGIC PLAN

2022-2023 STRATEGIC GOALS AND ACTIVITIES

08/22/2022



1 – RESTRUCTURE MARKETING TIMELINES:

HLC Criterion 5; Barton Core Priority 4

- Institute pre-planning phases for marketing initiatives to allow for brainstorming and feedback from interested parties.
- Prepare campaigns a semester in advance.

2 – INCREASED FOCUS ON STUDENT PERSPECTIVES IN SOCIAL MEDIA:

HLC Criterion 1, 5; Barton Core Priorities 1 and 3

- Implement Barton Ambassador Social Media Team.
- Consistently sharing Instagram stories and other platforms from students on the main account and encouraging increased frequency of tagging the main accounts.

3 - INCREASED FOCUS ON FACULTY ON SOCIAL MEDIA:

HLC Criterion 1 and 3; Barton Core Priorities 2 and 3

- Produce faculty spotlights on social media on Facebook, IG, Twitter and Tik Tok.
- Encourage faculty to engage with social media accounts so we can share.

4 - INCREASE COMMUNITY VISIBILITY:

HLC Criterion 1 and 5; Barton Core Priority 2

- In conjunction with the Business & Community Workgroup plan events in surrounding communities to make Barton visible in a positive way by giving back with events such as easter egg hunts, pop up donut giveaways, WTCE Workshops with local businesses etc.

5 - ASSIST FOUNDATION IN DEVELOPMENT OF ALUMNI NETWORK:

HLC Criterion 1 and 5; Barton Core Priorities 2, 3 and 4

- Plan the implementation of an Alumni network with all interested parties including enrollment services, admissions, and the Foundation.
- Assist in marketing of this network once it has been created.

STRATEGIC GOALS	CORE PRIORITIES	KPI METRIC	HLC CRITERIA
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FACILITY MANAGEMENT STRATEGIC PLAN

2022-2023 STRATEGIC GOALS AND ACTIVITIES

10/25/2021



1 – CHANGING REGULATORY AND COMPLIANCE STANDARDS:

Meeting regulatory and compliance standards is a tough challenge. Facilities managers must prevent threats to human health and safety. Barton Core Priority 3, 4/HLC Criterion 5.A.1, 5.A.4

- Proactively deal with compliance standards through planned efforts.
- Ensure staff have proper certifications and training.
- Safe handling of hazardous waste, physical security is not only a top priority, but also a highly visible area of compliance risk and legal liability.

2 – CONTROLLING COSTS:

To extend the life of assets and complex building management systems, proper planning is essential to find ways to extend the life of existing assets and/or to coordinate the upcoming expenses. Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.2, 5.A.3, 5.A.4, 5.A.5, 5.C.4, 5.C.5

- As facilities and mechanical systems reach and exceed their expected operating lives, significant issues of "repair or replace" must be addressed.
- Facility managers need to prevent, correct, and replace equipment, counting all the associated costs, so they might also preserve a piece of the budget for emergency replacements and repairs.
- Implementing low-cost and no-cost energy-efficiency measures.

3 – KEEPING ACCURATE RECORDS:

Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.4, 5.D.2

- Closely monitor the maintenance work across the college.
- Maintain complete lists of aging infrastructures.

4 – SAFE AND COMFORTABLE ENVIRONMENT:

There is a growing recognition that facility management contributes to the health and well-being of building occupants, thereby benefiting efficiency, productivity, and profitability. Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.1, 5.A.5

- Building/communicating security and emergency plans.
- Educate and inform the people using the college.
- Updating/enhancing facilities as budgets permit.
- Providing a trained campus safety force.

5 – FACILITIES STAFFING AND VENDOR MANAGEMENT:

Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology. Barton Core Priority 3, 4/HLC Criterion 5.A.1, 5.A.4

- Balance right mix of internal and external experts supporting the technology environment.
- One of the most important assets is our human resources. We will continually provide a positive work environment.

STRATEGIC GOALS	CORE PRIORITIES	KPI METRIC	HLC CRITERIA
1. Advance student entry, reentry, retention, and completion strategies.	1. Drive Student Success	1. Student Success 2. Student Completion	1. Mission
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4. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.	3. Optimize the Barton Experience	7. Barton Experience	4. Teaching and Learning: Evaluation and Improvement
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FISCAL MANAGEMENT STRATEGIC PLAN

2022-2023 STRATEGIC GOALS AND ACTIVITIES

11/20/2021



1 – CHANGING REGULATORY AND COMPLIANCE STANDARDS:

Meeting regulatory and compliance standards is a tough challenge. Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.4

- Proactively deal with compliance standards through planned efforts.
- Ensure staff have proper certifications and training.
- Ensure all appropriate audits are successfully completed.

2 – BALANCING REVENUE PRESSURES WITH EXPENSE PRESSURES:

Identify whether strategies can be supported financially, given the institution’s capital capacity. Barton Core Priority 4/HLC Criterion 1.A.3, 5.C.2

- Quantify future financial risk, consider alternative scenarios, specify sensible reactions to expected/unexpected changes.
- Build cash and dept capacity.
- Integrate the financial planning framework with the college’s decision-making framework.
- Maintain list of capital projects.

3 – KEEPING ACCURATE RECORDS:

Be prepared to advise appropriate leaders about critical financial questions. Barton Core Priority 4/HLC Criterion 5.C.4, 5.D.1, 5.D.2

- What are the institutions strategic capital requirements?
- How much cash should the institution have on hand?
- How much dept can the institution afford?
- What processes are required to obtain the necessary capital?

4 – MAINTAIN COMMUNICATION AND IMPLEMENTATION RIGOR:

Constantly changing landscape of higher education demands rigorous, comprehensive financial planning that is visible college wide. Barton Core Priority 4/HLC Criterion 5.B.3, 5.C.2, 5.C.5

- Cost assessment of strategic initiatives.
- Communication to Board of Trustees, President, and other decision makers about financial stresses.
- Assist the college leaders in keeping college mission and priorities in budget management.
- Use detailed planning to develop financial projections.
- Ensure the college learns from past financial decisions and applies that learning to improve effectiveness, capabilities, and sustainability.

5 – FISCAL STAFFING AND VENDOR MANAGEMENT:

Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology. Barton Core Priority 4/HLC Criterion 5.A.1, 5.A.4

- Balance right mix of internal and external experts supporting the fiscal department.
- One of the most important assets is our human resources.

STRATEGIC GOALS	CORE PRIORITIES	KPI METRIC	HLC CRITERIA
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HUMAN RESOURCES STRATEGIC PLAN

2022-2023 STRATEGIC GOALS AND ACTIVITIES

01/28/2021



1 – CHANGING REGULATORY AND COMPLIANCE STANDARDS:

Meeting regulatory and compliance standards is a tough challenge. Barton Core Priority 3, 4/HLC Criterion 5A4, 5B2

- Proactively deal with compliance standards through planned efforts.
- Ensure staff have proper certifications and training.
- Ensure all appropriate audits are successfully completed.
- Provide quality, cost-effective mandatory training.
- Provide training, create awareness, and implement reasonable workplace accommodations.
- To provide employment opportunities to all individuals. Employment decisions at Barton will be based on merit, qualifications, and abilities.

2 – RECRUIT AND RETAIN TALENT AND LEADERSHIP AT ALL LEVELS TO THRIVE IN AN ERA OF CHANGE:

Barton Core Priority 3, 4 /HLC Criterion 5A1, 5C4

- Promote, support and leverage technology resources and tools to respond to college needs, improve and enhance workflow efficiency, and improve customer service.
- Lead the execution of the Campus Climate Survey.
- Promote financial stewardship.
- Create, promote, and foster an organizational environment that values development, diversity, and growth opportunities for all employees.
- Research alternative methods for employee evaluation.

3 – KEEPING ACCURATE RECORDS:

Be prepared to advise appropriate leaders about critical human resource questions. Barton Core Priority 3, 4/HLC Criterion 2E3, 5B2, 5C4

- Manage complex employment laws.
- Establish collaborative partnerships with departments to plan, anticipate and respond in a cost-effective way to employee challenges.
- Ensure all employees are treated equitably and consistently.
- Lead policy/procedure review and changes.
- Research alternate methods for employee time keeping.

4 – ENHANCE THE RECRUITMENT PROCESS FOR EXCELLENCE IN HIRING TO PROMOTE DIVERSITY OF EMPLOYEES:

Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology. Barton Core Priority 3, 4/HLC Criterion 5A4, 5B3

- Balance right mix of internal and external experts supporting the human resource department.
- Support the recruitment and retention of a highly talented, inclusive, and diverse workforce.
- Provide accurate and timely workforce information and analysis.
- Provide ongoing support of the organization's onboarding, employee engagement and succession efforts.

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INSTITUTIONAL EFFECTIVENESS

2022-2023 STRATEGIC GOALS AND ACTIVITIES

10/24/2021



1 - INSTITUTIONAL RESEARCH AS A SERVICE PROVIDER:

Provides services to a ranked set of decision makers, with the president, vice presidents, and mandatory external reporting function as the top “clients.” Barton Strategic Goals 1-5/HLC Criterion 5C, 5D

- Provide stakeholders with as much access to interactive, unique subpopulations and robust data sets as can be arranged and automated.
- Provide tools/data sets in various formats to encourage data inspection through many lenses, creating an array of varying conclusions derived from the same raw data.
- As resources allow broaden the definition of “decision makers” supported by institutional research.

2 – STUDENT SUCCESS:

Managing the data sets and output that support multiple student success initiatives. Barton Strategic Goals 1/HLC Criterion 3B3, 3D5

- Provide faculty training on teaching and learning strategies, including but not limited to: Diversity, Equity and Inclusion, course design/quality course rubric and course binder project.
- Provide resources and encourage opportunities for faculty collaboration.

3 - INSTITUTION-WIDE INSTITUTIONAL EFFECTIVENESS STRATEGY:

Repositioning or reinforcing the role of Institutional Effectiveness leadership as an integral strategic partner of institutional leadership in achieving college goals. Barton Strategic Goals 5/HLC Criterion 5A3, 5B2, 5D2

- Enable informed data decisions to occur routinely across the college with the speed and flexibility required to meet the transformations education is going through.
- Using a hybrid approach in which institutional research works in conjunction with other departments to produce an organization-wide institutional research function.

4 - PRIORITIZE STUDENT SUCCESS STRATEGIES:

Barton Core Priority Drive Student Success, Cultivate Community Engagement; HLC Criterion 4.C

- Place training opportunities as a high priority, both internal and external.
- Looking to the future to prepare staff to adapt to new software and data models.

5 - MANAGE INSTRUCTIONAL PROGRAMS AND SERVICES:

Barton Core Priorities Drive Student Success, Cultivate Community Engagement HLC Criterion 3.A, 3.B

- Align Provide access to analytical tools and reporting software to allow employees to be actively involved in turning data into decision-support information.
- Provide data in a usable format that is focused on decision making, is of high quality, and is not so highly aggregated or obfuscated by higher education jargon to fail to be useful.

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INFORMATION SERVICES

2022-2025 STRATEGIC GOALS AND ACTIVITIES

08/22/2022



1 - INFORMATION SECURITY:

Developing a risk-based security/compliance strategy that keeps pace with threats and challenges. Core Priorities 1, 3, 4/HLC Criterion 5A1, 5B1, 5C5

- Maintain and enhance the IT infrastructure to support the operations of the College.
- Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.

2 – STUDENT SUCCESS:

Managing the system implementations and integrations that support multiple student success initiatives. Core Priorities 1/HLC Criterion 3D1, 3D4, 5A1, 5B1, 5C4

- Provide technology systems and services to enhance student learning and to foster curricular innovation.
- Provide technology infrastructure and support for student success, and creative instruction.
- Leverage technologies and information resources for recruitment and retention efforts and to support student services.

3 - INSTITUTION-WIDE INFORMATION SERVICES STRATEGY:

Repositioning or reinforcing the role of Information Services leadership as an integral strategic partner of institutional leadership in achieving the institution’s missions. Core Priorities 3, 4/HLC Criterion 3A3, 5C5

- Support, upgrade, and enhance current business processes, tools, and administrative systems.
- Ensure excellent service to enable the effective use of technology, resources, and systems by the college community.

4 - HIGHER EDUCATION AFFORDABILITY:

Balancing and rightsizing Information Services priorities and budget to support IT enabled institutional efficiencies and innovations in the context of institutional funding realities. Core Priorities 4/HLC Criterion 5A1, 5B3, 5C1, 5C2, 5C5

- Align funding and explore new funding sources essential for IT operations and new strategic initiatives.
- Evaluate and implement current technologies to improve operational efficiency.

5 - INFORMATION SERVICES STAFFING AND ORGANIZATIONAL MODELS:

Ensuring adequate staffing capacity and staff retention in the face of retirements, new sourcing models, growing external competition, rising salaries, and the demands of technology initiatives on both Information Services and non-Information Services staff. Core Priorities 3/HLC Criterion 5B1, 5C4, 5C5

- Ensure a strong IT workforce capable of achieving the information technology goals of the College.

6 - IMBED TECHNOLOGY ADVANCEMENTS

Helping institutional constituents (including the Information Services staff) adapt to the increasing pace of technology change. Core Priorities 2/HLC Criterion 2A2, 2B1, 3D4, 5C1-6

- Leverage web, social media, and mobile technologies to provide effective and consistent content delivery including providing the communications department technologies for community outreach.
- Support effective means of internal and external communications for all college constituent groups.
- Improve departmental communication by participating in monthly meetings with administration.

STRATEGIC GOALS	CORE PRIORITIES	KPI METRIC	HLC CRITERIA
1. Advance student entry, reentry, retention, and completion strategies.	1. Drive Student Success	1. Student Success 2. Student Completion	1. Mission
2. Foster excellence in teaching and learning.		3. Student Learning 4. Ratios	2. Integrity: Ethical and Responsible Conduct
3. Expand partnerships & public recognition of Barton Community College.	2. Cultivate Community Engagement	5. Partnerships 6. Enrollments	3. Teaching and Learning: Quality, Resources, and Support
4. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.	3. Optimize the Barton Experience	7. Barton Experience	4. Teaching and Learning: Evaluation and Improvement
5. Develop, enhance, and align business processes.	4. Emphasize Institutional Effectiveness	8. Composite Financial Index 9. Grants	5. Institutional Effectiveness, Resources and Planning

INSTRUCTION THEMES & GOALS

FY 23/ACADEMIC YEAR 2022-2023

DEAN'S COUNCIL 6-22-22



1 - STRENGTHEN THE RELATIONSHIP BETWEEN INSTRUCTION AND THE COLLEGE:

Barton Core Priorities Optimize the Barton Experience and Emphasize Institutional Effectiveness; HLC Criterion 5.A, 5.C

- Refine onboarding, orientation, and professional development activities to promote employee development and retention
- Identify and prepare to pilot an instructional employee mentoring program
- Research and implement the College-wide Innovation Project

2 - PROMOTE A SYSTEM-WIDE COLLABORATIVE TEACHING AND LEARNING ENVIRONMENT:

Barton Core Priority Drive Student Success; HLC Criterion 2.C, 3.A., 3.B, 3.C, 5.A

- Provide faculty training on teaching and learning strategies, including but not limited to: Diversity, Equity and Inclusion, course design/quality course rubric and course binder project
- Provide resources and encourage opportunities for faculty collaboration

3 - IMPROVE USE OF DATA TO GUIDE DECISION-MAKING:

Barton Core Priority Emphasize Institutional Effectiveness; HLC Criterion 4.A, 4.B, 4.C, 5.A, 5.C

- Collaborate with Institutional Research to improve the process of requesting and receiving data
- Incorporate data research and information into innovation programs and services

4 - PRIORITIZE STUDENT SUCCESS STRATEGIES:

Barton Core Priority Drive Student Success, Cultivate Community Engagement; HLC Criterion 4.C

- Support Student Success Alliance
- Research and develop apprenticeship programs to support local employers

5 - MANAGE INSTRUCTIONAL PROGRAMS AND SERVICES:

**Barton Core Priorities Drive Student Success, Cultivate Community Engagement
HLC Criterion 3.A, 3.B**

- Align Barton's General Education Program with KBOR's General Education initiative
- Research, develop and implement programming, including but not limited to: non-credit, credential trades, customized training, and alternate program locations
- Prioritize community, business, and industry partnerships

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STUDENT SERVICES

STRATEGIC GOALS AND ACTIVITIES

ACADEMIC YEAR 2022-2023 ~ FY 2023



1 - CREATE A REGULARLY SCHEDULED PROGRAM REVIEW PROCESS FOR SUCCESS INITIATIVES AND PROGRAMS AND INSTITUTIONALIZED STUDENT SERVICES DEPARTMENTS:

Barton Strategic Goal: Advance student entry, reentry, retention, and completion strategies. Develop, enhance, and align business processes. **Barton Core Priority:** Drive Student Success Emphasize, Institutional Effectiveness

- Student success alliance student success plan, recommendation 4.

2 - REVIEW AND OVERHAUL OF ALL FINANCIAL AID OPERATIONS REPRESENTING 8 COMPONENTS AND 18 TOPICAL AREAS:

Barton Strategic Goal: Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth. Develop, enhance, and align business processes.

Barton Core Priority: Optimize the Barton Experience, Emphasize Institutional Effectiveness

3 - IMPLEMENT "THE BARTON PUZZLE" PROJECT:

Barton Strategic Goal: Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth. **Barton Core Priority:** Drive Student Success Emphasize, Institutional Effectiveness

4 - IMPLEMENTATION, TRAINING, AND UTILIZATION OF ACCUDEMLIA IN DESIGNATED SERVICE CENTERS:

Barton Strategic Goal: Advance student entry, reentry, retention, and completion strategies. Develop, enhance, and align business processes. **Barton Core Priority:** Drive Student Success Emphasize, Institutional Effectiveness

5 - CREATE/REDESIGN BARTON BOUND SCHOLARSHIP PROMOTIONAL MATERIALS TO REFLECT NEW PARAMETERS/SCHOLARSHIP AMOUNTS/APPLICATION PROCESS:

Barton Strategic Goal: Advance student entry, reentry, retention, and completion strategies.

Barton Core Priority: Drive Student Success Emphasize, Institutional Effectiveness

6 - REVIEW AND OVERHAUL THE GRADUATION APPLICATION PROCEDURE:

Barton Strategic Goal: Advance student entry, reentry, retention, and completion strategies. Promote a welcoming environment that recognizes and supports student and employee engagement, integrity, inclusivity, value, and growth.

Develop, enhance, and align business processes. **Barton Core Priority:** Drive Student Success, Optimize the Barton Experience

7 - IMPROVE FERPA COMMUNICATION AND ACTIVITIES TO THE COLLEGE COMMUNITY:

Barton Strategic Goal: Develop, enhance, and align business processes. **Barton Core Priority:** Optimize the Barton Experience

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