

BARTON BOLD AND CONNECTED

THE STRATEGIC PLAN FOR BARTON COLLEGE

2021-2025



BARTON
COLLEGE



Dr. Douglas N. Searcy
President

The seal of Barton College is a large, light gray watermark in the background. It is circular and features a central torch with a flame. The words "BARTON COLLEGE" are written in an arc at the top, and "TABE BUNT LUMEN VRALE" is written in an arc at the bottom. The year "1907" is also visible in the center of the seal.

What's Next?

Distinctive Identity, Pivotal Partnerships, and Radical Innovation

Providing a roadmap for the next four years' strategic initiatives to meet the expanding needs of a post-pandemic workforce and society, *BartonBold and Connected* (2021-2025) will infuse a renewal of spirit and vitality within the local and regional communities—communities that will see Barton through a new lens.

BartonBold and Connected will build on the past, respond to the present, and prepare for the future. Philosophically aligned with the history and tradition of the College and in keeping with the best of the liberal arts foundation, *Barton Bold and Connected* will level focus and attention on rising above expectations. It will connect the best of what we do with the greatest needs of our local and regional communities through marked distinction, collaborative partnerships, and leading innovation.

Through these efforts, Barton will teach and prepare students to connect with the world — deeply prepared in their respective disciplines and thoughtfully equipped to engage people and technology with humanity, discernment, and understanding. The following plan identifies key objectives, which will help us attain that goal.

That's BartonBold and Connected.

Our Mission

Barton College is committed to providing programs and opportunities to encourage the intellectual, spiritual, social, and cultural development of its students and to challenge them for future leadership and service to their local and global communities.

Our Vision

Barton College takes advantage of its smaller size and its historic commitment to students to create a unique undergraduate experience centered on a passionate belief in a community of active learners. Barton graduates will be well-prepared for life and for success in their chosen careers because they will possess a lifelong commitment to learning, service, and achievement. We will gain national recognition for the value of the Barton experience.

Strategic Plan Metrics

BY 2025, BARTON COLLEGE WILL HAVE ACHIEVED...

100%

SUCCESS ON ACADEMIC
PERFORMANCE MEASURES

100%

BLUEPRINT
PARTICIPATION

Enrollment Goals

1,350

UNDERGRADUATE FTE

150

MASTER'S
PROGRAMMING

200

ONLINE
PROGRAMMING

375

FIRST-TIME
FRESHMEN

125

TRANSFER
STUDENTS

90%

OF STUDENTS INVOLVED IN
INTERNSHIPS/HANDS-ON LEARNING

GRADUATION RATE

56%

(4-YEAR)

66%

(6-YEAR)

(RETENTION – 76%)

97%

JOB PLACEMENT RATE
6 MONTHS BEYOND GRADUATION

2x

NUMBER OF STUDENT
STUDY – TRAVEL
EXPERIENCES

14 to 1

FACULTY/STUDENT RATIO

350K+

CAMP AND CONFERENCE
REVENUE

<50%

DISCOUNT
RATE

\$15,800

NET TUITION
REVENUE

PARTNERSHIP

\$12.5 MILLION AND
10 SUBSTANTIAL
PARTNERS

TOTAL FUNDRAISING

\$60

MILLION
OVER 4 YEARS



INCREASE THE PERCENTAGE
OF FACULTY AND STAFF
FROM UNDERREPRESENTED
POPULATIONS

BARTON COLLEGE WILL BE A SCHOOL OF CHOICE FOR DATA ANALYTICS AND INNOVATION THROUGH TECHNOLOGY.

STRATEGIC PLAN THEMES

DISTINCTIVE IDENTITY

- **Barton Bold Learning Experiences**
- **Increased Net Tuition Revenue**
- **A Compelling Marketing Story**
- **Reimagine Adult and Online Learning**

PIVOTAL PARTNERSHIPS

- **Unparalleled Student Opportunities**
- **Increased Partnership Revenue**
- **Centers of Excellence & Expertise**
- **Internal Transformational Partners**

RADICAL INNOVATION

- **Relevant Leading Edge Programs**
- **Impact-Driven Fundraising**
- **Vibrant Engagement Spaces**
- **Create a Technological Advantage**

CORE VALUES

Connection

Developing authentic relationships with students, employees, and other key partners.

Integrity

Being honorable and honest in all we do.

Creativity

Exploring opportunities to innovate and make a positive difference.

Inclusivity

Valuing diversity, equity, and equality to create a sense of belonging.

Commitment

Accomplishing the Barton College mission with courage and devotion.

Growth

Learning and advancing.





Distinctive Identity

Barton College will boldly deliver exceptional and distinctive student learning experiences while pursuing new revenue streams, exploring new markets, and consciously making decisions that demonstrate a clear return-on-investment that strengthens fiscal health and creates optimal student learning opportunities.



Distinctive Identity: Goal One

Expand Barton Bold Learning Experiences

Envisioning the Future:

Barton College will deliver exceptional student learning experiences that differentiate it from the competition, result in higher-than-predicted rates of engagement and degree completion, and garner recognition regionally and nationally.

Priority Objectives:

- 1.1 Engage 100% undergraduate students in a purposefully designed 4-year academic and professional development program to include for-credit classes, hands-on workshops, alumni career mentoring, undergraduate research, professional mentoring and job shadowing, and internships. Activate the Bulldog Blueprint.
- 1.2 Revitalize the role of academic advisors through strengths-based methodologies and consistent expectations across all programs of study.
- 1.3 Cultivate a stronger fraternity and sorority life program that engages 25% of traditional undergraduate students in leadership development, service engagement, and life-long (alumni) affiliation with peers and the College.
- 1.4 Reimagine campus employment to engage students in discipline/professionally themed work on campus, that may function like an apprenticeship experience and/or be supported through student work-study.
- 1.5 Double student participation in domestic or international study-trips (local, regional, national, or abroad).



2

Distinctive Identity: Goal Two Mature Barton's Sustainable Business Model

Envisioning the Future:

Barton College will boldly pursue new revenue streams, explore new markets, and consciously make financial decisions that demonstrate a clear return-on-investment and ensure long-term institutional health and viability. Barton's business model should allow for moderate revenue increases and strategic reinvestment (.05% of the institutional budget) on an annual basis.

Priority Objectives:

- 2.1 Grow net tuition revenue by building strategic partnerships with community colleges - sharing resources and building pipelines in new leading-edge programs of study. Develop a specific program designed to support community college student transition to Barton, focusing on affordability and differentiation.
- 2.2 Utilize CRM technologies to manage, target, and personalize communications with prospective students, ultimately growing enrollments, optimizing staff resources, and building efficiencies for enhanced customer service. Grow new markets of potential students with an emphasis on GI Bill students and Hispanic students, and a value-added credentialing program.
- 2.3 Expand campus housing options that enhance revenue and align with the developmental needs of upper-class students, foster the vibrancy of the surrounding community, and engage greater numbers of students.
- 2.4 Create alliances and partnerships with other small, independent colleges and universities to share services, reduce administrative burden, and provide more flexible educational and engagement options for students.

CORE VALUE

Growth Learning and advancing.



3

Distinctive Identity: Goal Three

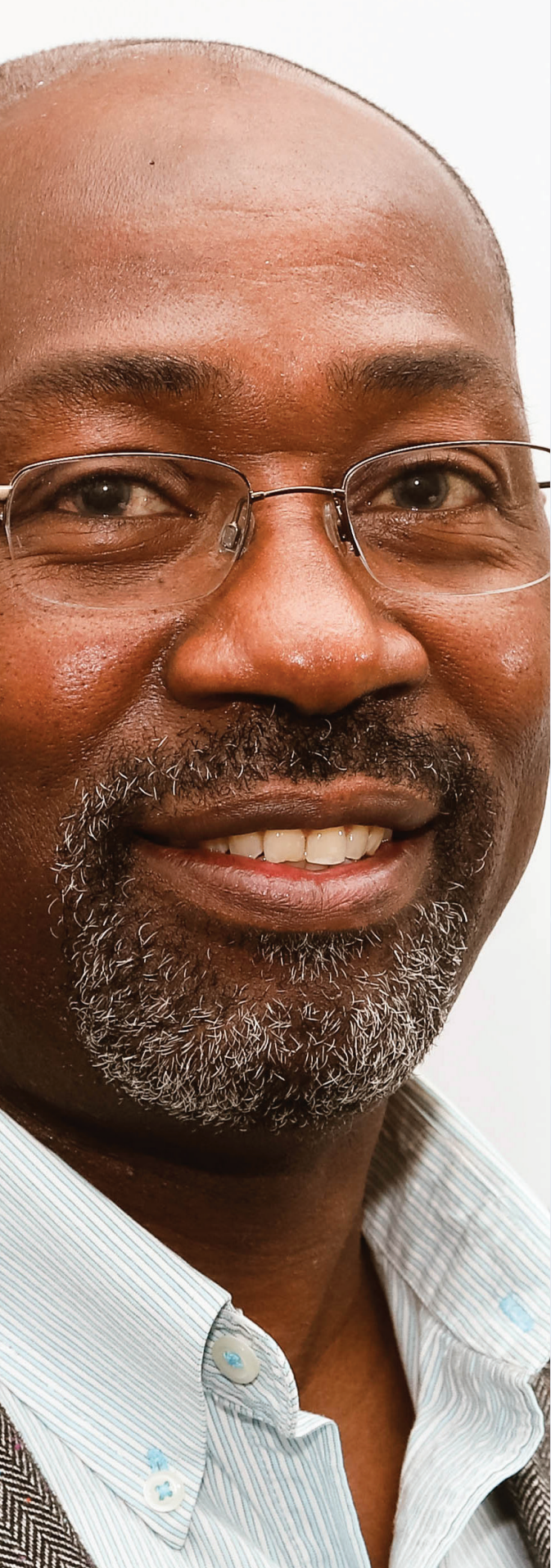
Enhance Workforce Development

Envisioning the Future:

Barton College will be known as a local and regional economic driver through quality, accessible, affordable, distinctive, and marketable programs that are responsive to constantly evolving workforce needs and challenges.

Priority Objectives:

- 3.1 Identify and evaluate mission-centered, high-yield academic programs to support workforce development.
- 3.2 Develop certificate/credentialing programs to foster corporate and industry advancement.
- 3.3 Identify and pursue relationships with corporate partners to educate their workforce.
- 3.4 Establish a physical community presence in industry locations to support and develop ongoing corporate relationships.
- 3.5 Expand Truist workforce development plan and expand potential healthcare partners including the WRMC and AHEC.



4

Distinctive Identity: Goal Four

Tell Barton's Compelling Marketing Story

Envisioning the Future:

Barton College will extend its reach, grow its regional and national brand awareness, and cultivate a growing customer base of students, alumni, and friends who are advocates of the College's unique value proposition.

Priority Objectives:

- 4.1 Cultivate and share Barton's Christian, liberal arts tradition as a valued advantage.
- 4.2 Develop a comprehensive marketing strategy based on that advantage.
 - Clarify brand coherence and exercise cutting-edge marketing methods and design.
 - Develop successful marketing efforts for existing and new leading-edge academic programs.
 - Optimize Barton's website; maximize search engines use and data analytics.
 - Develop new marketing projects with evaluative ROI – television, radio, billboard, and social media.
- 4.3 Execute a comprehensive marketing strategy and system, which consistently:
 - Promotes Barton's unique culture and learning experiences and students' participation in cohort programs, Day of Service, and Day of Scholarship to heighten national and regional awareness.
 - Uses athletics as a core messaging platform for College mission and educational purpose.
 - Regularly markets outside the standard Barton reach to expand Barton brand awareness.
 - Maximizes use of web, digital, and social media engagement platforms to share the story.

CORE VALUE

Creativity

Exploring opportunities to innovate and make a positive difference.

Pivotal Partnerships

Barton College will cultivate impactful win-win partnerships with corporate and non-profit organizations, educational institutions, and government agencies to raise its national profile, deliver exceptional student experiences, and attain long-term financial viability.



Pivotal Partnerships: Goal One

Create Unparalleled Student Opportunities

Envisioning the Future:

Barton College will develop impactful win-win partnerships with alumni, educational institutions, corporate and non-profit organizations, and government agencies to deliver powerful student learning experiences and measurable College/Partner outcomes.

Priority Objectives:

- 1.1 Reimagine the structure of the curriculum, academic calendar, and course schedule to provide all types of students with increased opportunities and requirements for experiential learning, while staying focused on timely degree completion. (credentialing, accelerated completion, co-ops, final semester off-campus, may-mester/j-term).
- 1.2 Create successful student and community hands-on work initiatives (credentialing and internships) that rely on both the employer and the student having a clear sense of purpose, and that result in a set of activities that develop vocational awareness.
- 1.3 Develop collaborations with colleges and universities, both domestically and abroad, to encourage collaborative experiences for students and faculty to study, teach, and conduct research.
- 1.4 Plan and execute joint conferences and programs (virtual or in-person) to broaden student and institutional perspective.
 - a. Partner with institutions/corporations to sponsor a high-profile event / speaker series.
 - b. Host a TED-X event on campus to showcase Barton faculty, staff, and students, and connect with community agencies.



2

Pivotal Partnerships: Goal Two Develop Centers of Excellence and Expertise

Envisioning the Future:

Barton College will create “Centers of Excellence and Expertise” that will position the College and Wilson as regional and national leaders for scholarship, service, and career development in high growth and demand professions targeted to the needs of the 21st century workforce.

Priority Objectives:

- 2.1 Establish a Center for Vocation and Rural Ministry to serve students in religious vocational fields and to strengthen local pastors and churches. Partner with the Lilly Endowment, Inc., to support and enhance Center offerings. Engage local communities and churches to expand student engagement and church development.
- 2.2 Establish a health-related Center of Excellence in partnership with local and regional health supporting agencies that would attract health care professionals and researchers, and engage Barton students.
- 2.3 Establish a Center for Domestic and International Security Studies that capitalizes on the expertise of Criminology and Criminal Justice Sciences (CCJS) faculty and the City of Wilson / Wilson County law enforcement agencies to attract new students to Barton, and provide a credential/certification on Homeland Security as a professional development opportunity for regional agencies.
- 2.4 Strengthen existing centers, and identify future centers and potential ROI and workforce development opportunities.
- 2.5 Cultivate corporate partners who fund named programs uniquely aligned with their business mission and Barton’s curriculum. These initiatives may include program/course development.

CORE VALUE

Integrity

Being honorable and honest in all we do.



3

Pivotal Partnerships: Goal Three Increase Partnership Engagement

Envisioning the Future:

Barton College will develop impactful win-win partnerships with educational institutions, corporate and non-profit organizations, and government agencies to increase institutional revenues, bolster the local economy, and grow the College's and City's regional profile.

Priority Objectives:

- 3.1 Gain grants and external funds that support various high impact student learning and campus/ community initiatives.
- 3.2 Develop an essential relationship with Wilson County through education, healthcare, recreation, entrepreneurship, and the arts.
 - Clarify and maximize Friends of the College organizations to support student learning and community engagement in the arts.
 - Play a key role in the development and execution of curriculum for the Wilson County YMCA middle school program.
 - Promote student learning and entrepreneurship through Wilson's innovation hub - Gig East Exchange programming.
 - Join local and regional healthcare providers (Wilson Medical Center, Healthcare Foundation of Wilson, and/or Area L AHEC) to transform community health through curricular and co-curricular campus commitments.
- 3.3 Be the destination of choice for summer camps and conferences, raising revenues to enhance the student living/learning experience, while also engaging prospective students and residents from around the region to learn and connect in state-of-the-art academic, residential, athletic, cultural, and social spaces.
- 3.4 Develop partnership with third-party investor with awareness of Wilson and Barton to create expanded campus housing.



4

Pivotal Partnerships: Goal Four Cultivate Internal Partnerships

Envisioning the Future:

Barton College will attract and retain high quality talent needed to develop and maintain its distinctive identity, pivotal partnerships, and radical innovations through investments that support employee success, engagement, and wellbeing.

Priority Objectives:

- 4.1 Develop and implement employee support mechanisms that help drive the mission and exemplify our core values.
 - Establish a Core Values review/assessment/integration process.
 - Review compensation structure, status, and advancement plan.
 - Develop a new performance management plan/process to support professional development.
 - Provide renewed onboarding program and employee peer mentorship program.
 - Develop high quality training and development program to help strengthen campus culture, onboarding, and support continual improvement.

- 4.2 Develop and emphasize Diversity and Inclusion (D&I) initiative to strengthen support, programming, and cultural awareness across the campus community.
 - Define campus structure with prioritized strategies and metrics, centralized tracking of D&I initiatives, and internally/externally focused communication vehicles.
 - Revise key policies to strengthen campus offerings.
 - Develop targeted recruitment strategies and training to help cultivate and promote an inclusive culture that maximizes the talent, skills, and diversity within the Barton Community.

CORE VALUE

Inclusivity

Valuing diversity, equity, and equality to create a sense of belonging.

Radical Innovation

Barton College will be the regional leader for delivering leading-edge academic programs and using current and emerging technologies to advance student learning, promote student engagement, and prepare students to succeed and lead in 21st century careers.

1

Radical Innovation: Goal One

Develop Relevant Leading-Edge Programs

Envisioning the Future:

Barton College will become the regional leader and build a national reputation for delivering leading-edge programs that leverage Barton's signature competencies, augment its community partnerships, and prepare students for high demand 21st century careers.

Priority Objectives:

- 1.1 Use data-informed approach to review, affirm, and declare the direction of the curriculum, analyze shifts in the market for each program, and prioritize programs based on alignment with mission, market needs, and performance.
- 1.2 Develop Bachelor's and Master's degrees in Analytics that build specialties and expertise in such areas as healthcare analytics, sports performance analytics, business analytics, and learning analytics.
- 1.3 Create Bachelor's and Master's degrees in emerging health-related fields (Respiratory Therapy, Family Nurse Practitioner, or Occupational Therapy) that build on the work of Barton's academic strength, the Barton Fit program, and the partnership with the Healthcare Foundation of Wilson.
- 1.4 Develop new academic programs preparing students for emerging professions in augmented reality, digital media, or cyber-security.



2

Radical Innovation: Goal Two Engage Impact-Driven Fundraising

Envisioning the Future:

Barton College will attract the attention of results-oriented philanthropists and partners who advance the mission, reputation, and reach of the College through generous investments in signature programs and state-of-the-art engagement spaces that enhance student success and raise the profile of the institution.

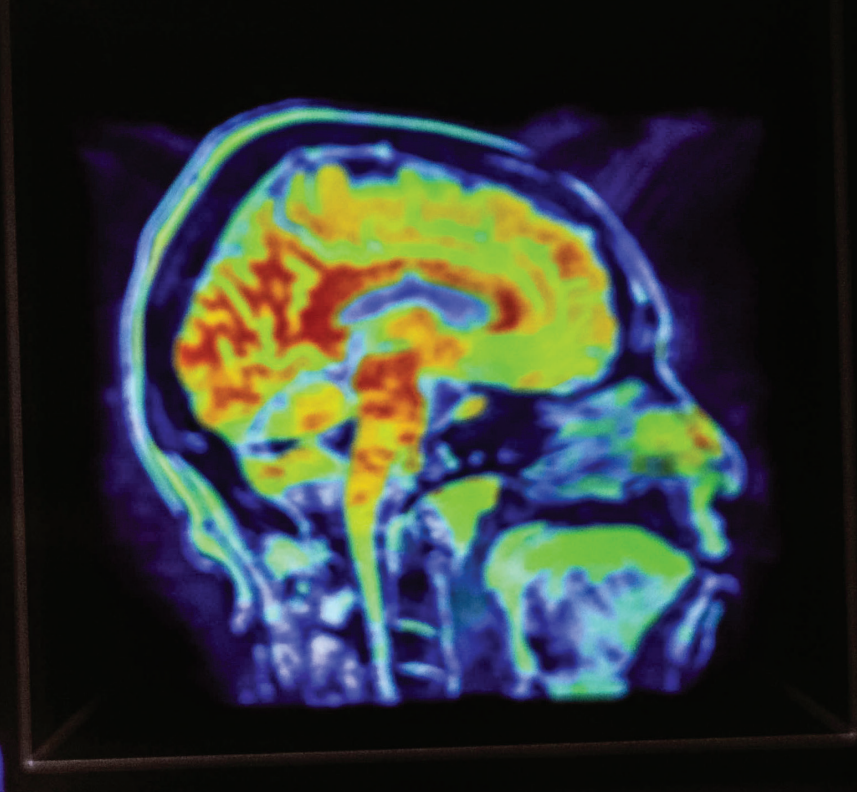
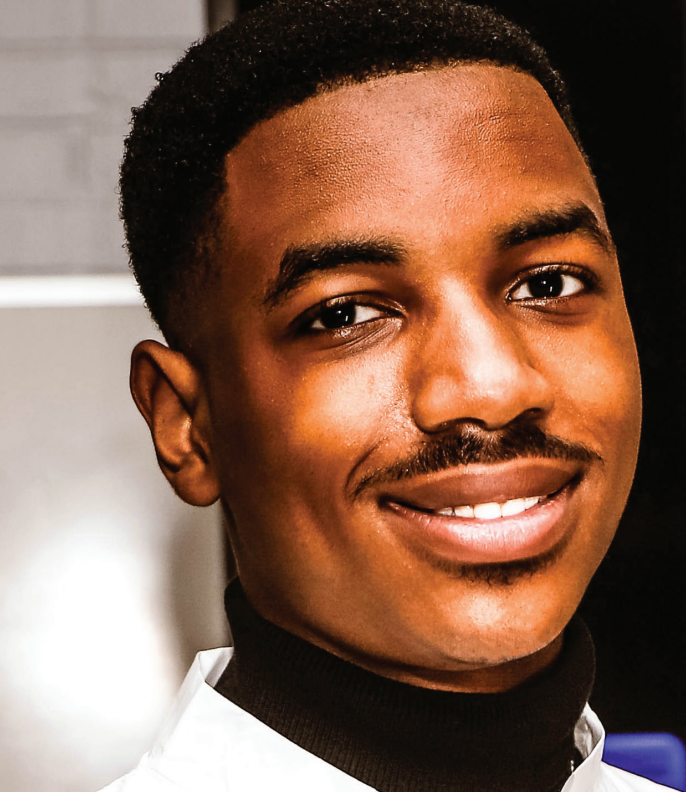
Priority Objectives:

- 2.1 Create a comprehensive fundraising campaign to enhance Barton Bold and Connected priorities.
- 2.2 Fund state-of-the-art academic, residential, athletic, social, and cultural engagement spaces on campus that promote active learning, foster campus engagement, and instill a sense of pride and excitement in the College.
- 2.3 Develop funding to support the launch of leading-edge curriculum, including analytics, augmented reality, and healthcare programs.
- 2.4 Grow alumni support to enhance campus programs and facilities.
- 2.5 Fund endowed chairs and professorships in alignment with new program development.
- 2.6 Share the distinction and purpose of Centers of Excellence to develop financial partners.

CORE VALUE

Commitment

Accomplishing the Barton College mission with courage and devotion.



3

Radical Innovation: Goal Three

Create Vibrant Engagement Spaces

Envisioning the Future:

Barton College will be known for state-of-the-art academic, residential, athletic, cultural, and social spaces that promote active learning, foster campus engagement, and instill a sense of pride and excitement in the College.

Priority Objectives:

- 3.1 Establish a state-of-the-art Cell and Molecular Biology Laboratory to meet the advanced research needs of our growing health sciences student population.
- 3.2 Create a new Digital Commons in Hackney Library, where students use the latest technologies to learn and connect, such as Ideum touch panel tables.
- 3.3 Develop an integrated housing model with new and existing facilities to capitalize on Barton's commitment to the residential living and learning experience.
- 3.4 Build a Virtual Reality Laboratory that augments students' academic coursework by giving them the opportunity to practice hands-on technical skills, visualize and explore up close the systems of the body, galaxies of the universe, and/or engage with learners and leaders from around the world.
- 3.5 Establish a state-of-the-art Wellness Center that builds on the work of Allied Health and Barton Fit programs that promote holistic wellbeing, health, and success.
- 3.6 Upgrade existing classroom labs and studios to be effective learning locations.



4

Radical Innovation: Goal Four

Leverage Barton's Technology Advantage

Envisioning the Future:

Barton College will receive national recognition for its use of current and emerging technologies to advance student learning, promote student engagement, and prepare students to succeed and lead in 21st century careers.

Priority Objectives:

- 4.1 Expand the infrastructure, use of Greenlight broadband on campus, and visibility.
- 4.2 Incorporate advanced academic and professional technologies in all programs of study to enhance student learning and confidence to enter the global workforce.
- 4.3 Link Barton College technology and innovation programs with Wilson's innovation hub, transforming student learning while creating greater synergy and opportunity through local and regional relationships.
- 4.4 Develop an intentional campus-wide technological niche to accelerate one or more academic programs to serve as a benchmark or model program for others to emulate.
- 4.5 Establish leading-edge courses and programs to utilize Barton's technology advantage, including animation, augmented reality, game design, and 3D printing.

CORE VALUE

Connection

Developing authentic relationships with students, employees, and other key partners.

“ There is within each of us a divine spark of greatness. Who knows of what we are capable if we only try? ”

- Joseph B. Wirthlin

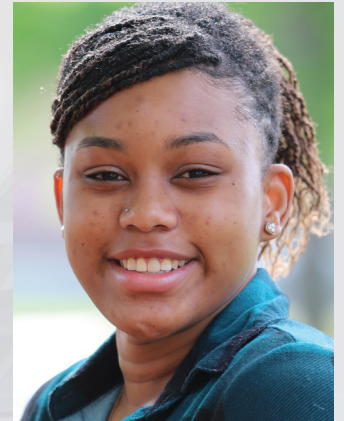
Spark

The spark is a light ... emerging from Barton Bold ... fueled by the creative thinking and cumulative energy of our community ... strengthened by a belief in our future ... ready for new ideas and partnerships.



Whether through athletics, academics, campus involvement, or my personal life, I have always felt a sense of connection at Barton. I am proud to be a part of the Bulldog family.

Jonathan Moss
Mass Communications
Class of 2021



Barton has provided me with guidance and tools far beyond what I expected, I have grown and matured, and with that maturity, a new perspective.

Shanika Peterkin
Nursing, Class of 2022

Connect

Now is the time to connect ... to partners with relevant, transformative ideas ... to our community, internally and externally ... to people and entities that will fan the flame we have ignited ... to unprecedented opportunities for our students ... to our place as the school of choice for innovation and experiential learning.

Ignite

We will ignite a powerful flame ... our connections will fuel the spark ... leading to more connections, more sparks ... culminating in a bright and powerful network of light ... fulfilling our motto Habebunt Lumen Vitae ... **They shall have the Light of Life.**

THAT'S BARTON ... BOLD AND CONNECTED



BARTON
COLLEGE

400 Atlantic Christian College Drive NE • Wilson, NC 27893

(800) 345-4973