

2012–2022

STRATEGIC PLAN



MISSION STATEMENT

Helena College University of Montana, a comprehensive two-year college, provides access to and support of lifelong educational opportunities to our diverse community.

VISION STATEMENT

Helena College will be recognized as a responsive regional provider of comprehensive educational opportunities, as a partner in economic and community development, and as a diverse and accessible community of learners. Helena College will promote excellence in education, maintain fiscal and operational integrity; and cultivate an environment of fellowship, inclusiveness, and respect.

CORE THEMES

- Provide access and support
- Demonstrate academic excellence
- Strengthen the community



MESSAGE FROM THE DEAN

Like many other colleges throughout the country in the pursuit of educational excellence, Helena College employs a great deal of energy planning, assessing, and modifying its strategic plan. We at the College know full well how important ongoing evaluation is to maintaining excellence. However, during the process at times it seems like we are running on an exercise wheel with no beginning or end. Some might even say we are a profession that is never quite content with where we are, and so we keep trying to find ways to improve.

Used introspectively, the Helena College Strategic Plan, encompassing the years from 2012 to 2022, is now in its third full year of implementation. In this report, we offer a critical internal assessment of the progress we have made in just a few short years. Using an improvement cycle process, the College recently engaged in a reassessment of its plan in order to mesh our goals and objectives with current national, state, and local initiatives in higher education. With minor adjustments, we feel the College is well poised to continue along a path towards academic distinction, ensuring years of educational opportunity for our students statewide.

I'm intrigued with the prophetic words of Yogi Berra when he said, "If you don't know where you are going, you'll end up someplace else." I hope this report will reaffirm your opinion, as it has for me, that Helena College knows where it is going and how to get there. Enjoy the report.

A handwritten signature in black ink, appearing to read "D. Bingham". The signature is stylized and fluid.

Daniel Bingham, Dean

STRATEGIC GOAL 1

PARTNER FOR STUDENT SUCCESS

Objectives	Strategies Implemented	Strategies In Progress	Strategies Deferred
Improve student persistence towards attainment of educational goals and completion rates for students seeking certificates and degrees	 37.5%	 62.5%	 —
Provide broad financial support for students	 —	 100%	 —
Prepare students for success in the workplace and in further degree attainment	 12.5%	 75%	 12.5%
Develop and expand community relationships that foster student success	 —	 100%	 —
Provide support services that engage students and enhance their academic and personal development	 20%	 80%	 —

STRATEGIC GOAL 2

INTEGRATE PLANNING & ASSESSMENT

Objectives	Strategies Implemented	Strategies In Progress	Strategies Deferred
Identify, collect, and report data to make evidence-based decisions	 60%	 40%	 —
Maintain relevant academic programs and effective student support services	 50%	 50%	 —
Continuously improve quality and fiscal efficiencies	 100%	 —	 —

STRATEGIC GOAL 3

ATTAIN EXCELLENCE

Objectives	Strategies Implemented	Strategies In Progress	Strategies Deferred
Provide high standards of quality in the delivery of instruction and support services	 25%	 75%	 -
Promote employee growth and knowledge sharing through professional development	 20%	 80%	 -
Develop a culture of excellence through inclusive, effective, and systematic employee evaluation processes	 100%	 -	 -

STRATEGIC GOAL 4

SUPPORT THE COMMUNITY

Objectives	Strategies Implemented	Strategies In Progress	Strategies Deferred
Develop and maintain positive mutually beneficial relationships and partnerships with local community organizations and employers	 -	 100%	 -
Provide relevant instruction on knowledge, skills, and abilities valued by employers	 -	 100%	 -
Promote a positive, progressive, and responsive image to our local community by offering a comprehensive environment for workforce development, service, and lifelong learning	 -	 100%	 -
Implement and maintain processes to assess and respond to our community's ongoing and emerging educational and training needs	 -	 100%	 -

STRATEGIC GOAL 5

ADVANCE THE INSTITUTION

Objectives	Strategies Implemented	Strategies In Progress	Strategies Deferred
Build and maintain positive external relationships	 —	 83%	 17%
Build and maintain positive internal relationships	 —	 100%	 —
Secure resources to enhance and expand institutional capacity	 —	 100%	 —
Develop and enhance academic programs	 —	 100%	 —
Foster a community of dynamic growth	 —	 100%	 —

STRATEGIC GOAL 6

DEVELOP RESOURCES

Objectives	Strategies Implemented	Strategies In Progress	Strategies Deferred
Develop and promote a unified college environment	 —	 100%	 —
Increase the College's monetary resources	 —	 67%	 33%
Improve and expand resources and services for students, faculty and staff	 80%	 20%	 —
Enhance the visibility, recognition, and growth of the College	 —	 100%	 —

MAIN STREET MONTANA PROJECT

A BUSINESS PLAN FOR MONTANA BY MONTANANS

Governor Steve Bullock initiated the Main Street Montana Project in early 2013 by enlisting the services of two of Montana's most respected and accomplished business leaders: Larry Simkins, CEO of the Washington Companies, and Bill Johnstone, CEO of the D.A. Davidson Companies. The goal of the project is to create a dynamic private-public partnership to build and implement a business plan for Montana by Montanans.

Over the course of approximately one year, Larry and Bill worked with members of Governor Bullock's administration to engage in a process of soliciting broad input and engagement from the private sector, as well as conducting research regarding Montana's economy — its strengths and challenges. Approximately 3,000 Montanans provided input through participation in a series of regional roundtable meetings and/or completing surveys.

The Main Street Montana Project plan was released in early April 2014. It identifies five Pillars upon which the plan is built:

- 1. Train and educate tomorrow's workforce today**
- 2. Create a climate that attracts, retains and grows businesses**
- 3. Build upon Montana's economic foundation**
- 4. Market Montana**
- 5. Nurture emerging industries and encourage innovation**

The Main Street Montana Project is a dynamic and ongoing process. As it is implemented, its progress will be monitored and assessed. Adjustments will be made in light of input received, and lessons learned from implementation efforts. Annual reports will be issued.

To learn more and to follow its activities and progress, go to the Project's website at:
www.mainstreetmontanaproject.com

As a public two-year college affiliated with the University of Montana and governed by the Board of Regents of the Montana University System, **Helena College has important local, regional and statewide roles to play in the Main Street Montana Project.**

Within this strategic plan references have been included to show where the College's goals and objectives align with and support those of the Main Street Montana Project.

MAIN STREET MONTANA OBJECTIVES

- Support efficient, effective and responsive delivery of educational programs designed to meet the needs of businesses and employers.
- Promote community colleges, two-year colleges, and tribal colleges as essential local and regional suppliers of Montana's trained workforce.
- Integrate job skills, workforce preparedness and entrepreneurial training into the K-12 education system.
- Elevate the role of workforce training programs, apprenticeship & training, and other on-the-job programs as essential suppliers of trained workers for industries that drive Montana's economy.
- Improve opportunities for early childhood education.
- Improve high school student career and college readiness.
- Provide effective and efficient career paths for Montana higher education students and underemployed job seekers.