HELENA COLLEGE
UNIVERSITY OF MONTANA

STRATEGIC PLAN
2022-2027

MISSION

Helena College supports our diverse community by providing the paths and tools necessary to assist learners in achieving their educational and career goals.

VISION

Helena College aspires to empower our students through impactful, affordable, lifelong education that is responsive to the needs of our community in ways that are enriching, collaborative, and equitable.

GUIDING PRINCIPLES
EFFECTIVENESS

We utilize a variety of assessment practices to ensure continuous improvement and mission fulfillment.

1. Systematically assess and advance the strategic enrollment plan to support the mission of the College.
2. Demonstrate that students have learned requisite knowledge and skills relevant to their educational goals.
3. Apply research and assessment data to make evidence-based decisions regarding curriculum, instruction, programming, and resource allocation.
4. Utilize performance metrics for assessing institutional progress toward strategic goals.

Strategic Goal 1

Streamline and align assessment and data reporting practices to support decision-making and planning.

Target A centralized repository will be developed, and employees will receive training and educational materials to support the use of the repository. The repository will contain the following:

- Assessment and mapping of course learning outcomes, credential learning outcomes, and institutional competencies
- Annual work plans
- Program reviews
- Key performance indicators for strategic planning, strategic enrollment planning, and other important activities
- Commonly requested institutional data
- Dictionary of key terms

Rationale The College has needed more centralized and straightforward reports for some time. As the College grows in its use of assessment and performance data to make decisions and plan for the future, it is essential that the information is consistent, organized, up-to-date, and easy to understand.

STEWARDSHIP

We act on behalf of stakeholders in the responsible planning and management of organizational resources while fostering a culture of integrity and accountability across our community.

1. Foster a culture of organizational stewardship that promotes accountability and integrity.
2. Demonstrate fiscal responsibility in the procurement and allocation of resources in support of the mission and vision of the college.
3. Utilize long-term planning for capital asset management, sustainability, and innovation in response to the needs of our students and communities.
4. Leverage professional development to promote innovation and efficiency among all employees.

Strategic Goal 1

Develop and implement a new budget process that is data-driven, transparent, and aligns with our strategic plan. This process will include a 10-year master plan with renewal and replacement schedules for capital assets.

Targets

1. A new budget process will be established. This process will rely on performance metrics such as enrollment, retention, completion, and labor and industry data for fund allocation.
2. Each area will include one annual work plan goal related to creation of a replacement/renewal schedule for their assets in AY23.
3. Increase staff/faculty satisfaction with departmental budget process by 10%
   a. 2021 College Employee Satisfaction Survey (CESS) Q4.11: "My department has the budget needed to do its job well." Baseline Satisfaction: 3.54
4. 15% increase in employee satisfaction pertaining to planning.
   a. 2021 CESS Q1.7: "This institution involves its employees in planning for the future." Baseline Satisfaction: 3.70
   b. 2021 CESS Q1.8 "This institution plans carefully." Baseline Satisfaction: 3.42
   c. 2021 CESSQ1.13 "This institution makes sufficient budgetary resources available to achieve important objectives" Baseline Satisfaction: 3.53

Rationale Data-driven budgeting is more transparent and facilitates better planning and decision making. Capital asset management ensures that we maintain our investments while also remaining competitive in our industry. Employee involvement in the budget and planning process leads to increased job satisfaction and a desire to serve as good stewards of our resources.

Strategic Goal 2

Conduct targeted trainings to increase employee understanding of stewardship.

Targets

1. Expectations for responsible management of resources will be articulated for all employees, consistent with their institutional role.
2. A series of trainings will be developed to educate employees about stewardship, fiscal responsibility, and expectations related to the new budget process.
3. 20% increase in employee satisfaction with teamwork/cooperation
   a. 2021 CESS Q1.22 "There is a spirit of teamwork and cooperation at this institution." Baseline Satisfaction 3.42

Rationale Collaboration and cooperation drive creativity and innovation while maintaining high ethical standards.

Strategic Goal 3

Improve the return on investment in professional development activities.

Targets
1. Update the procedures for allocating all professional development funds to promote transparency and accountability.
2. Establish specific expectations for tracking and sharing outcomes of all professional development activities, regardless of funding source.
3. All departments will have at least one goal related to professional development in their annual work plans.
4. Maintain satisfaction with professional development opportunities within +/- 2%.
   a. 2021 CESS Q4.16 "I have adequate opportunities for training to improve my skills." Baseline Satisfaction: 4.12
   b. 2021 CESS Q4.17 "I have adequate opportunities for professional development." Baseline Satisfaction: 4.13

Rationale Professional development is critical for the growth of our employees and the College. It is important for employees to share what they learn with their colleagues, both to increase our return on investment in professional development and ensure institutional knowledge is retained as staffing changes.

IMPACT

We collaboratively create responsive educational opportunities.

1. Evaluate and respond to educational and workforce needs to cultivate mutually beneficial relationships.
2. Create and support academic pathways that align with strategic goals to promote seamless career transition or postsecondary transfer.
3. Stimulate curiosity, critical thinking, and problem solving to promote student engagement and intentional self-discovery.
4. Collaborate to build a culture of adaptability, inquiry, respect, and civic engagement that works toward the common good.
5. Holistically support and empower students to attain their academic, career, and personal goals.

Strategic Goal 1

Demonstrate campus-wide engagement with our community.

Targets (To be established summer 2022):
1. Partnerships
2. Events open to community
3. Events involving key community partners
4. Workforce needs – internships, etc.
5. Service to community by faculty, staff, and students
6. Community Engagement Center

Rationale It is essential that the entire campus considers how we can share who we are and what we have to offer our community. Community engagement is not relegated to one department or position, as we all serve or interact with the community in unique ways.

Strategic Goal 2

Utilize academic pathways to increase enrollment, retention, and completion.

Targets
1. Establish a method for tracking student pathways.
2. 80% of degree-seeking students will choose an academic pathway or meta-major before the end of their second semester.
3. Increase average annual full-time equivalent by 3% each year.
4. Increase retention of all entering students by 1% each year.
5. Increase number of degrees and certificates awarded annually by 2% each year.

Rationale Students committed to an academic or career pathway have higher retention and completion rates. Tracking enrollment in pathways informs course scheduling and program offerings and will help allocate resources in ways that support student success. Tracking will also inform recruitment efforts to increase enrollment. Increased retention will lead to higher completion and graduation rates, which will ensure that Helena College obtains their full performance funding amount from the Montana University System each year.

EQUITY

We strive to foster a positive and welcoming climate where we value, include, and support all at Helena College.

1. Attract, retain, and support a diverse community of administrators, faculty, staff, and students.
2. Build and utilize community partnerships to recognize and address the holistic needs of our diverse population to bridge equity gaps.
3. Demonstrate a shared commitment to promoting equity in all areas of campus operations.
4. Identify and eliminate institutional barriers that have prevented the full participation of underserved groups.

Strategic Goal 1

Build institutional capacity for incorporating equity as a fundamental element of regular operational practice, decision-making, and planning.

Targets

1. Provide all-campus training to establish a shared understanding of equity during AY 2022-23.
2. Identify new employee training and ongoing mandatory training for current employees to further develop diversity, equity, and inclusion competency.
3. Establish a Diversity, Equity, and Inclusion (DEI) Council AY 2023-24.
4. DEI Council will develop a framework and provide support for all areas of campus to utilize in making decisions, planning, and providing services with an equity lens.

Rationale The College has attempted to promote equity on campus through a Diversity and Inclusion Committee and a part-time Institutional Diversity Officer, who served as chair of the committee. The Committee has successfully hosted events for students, employees, and the public, but has experienced obstacles in engaging the entire campus in equity-related work. The Committee has recommended shifting from a volunteer-based committee to a council with members identified based on their role, which will advance and support equity-related work across campus.

Strategic Goal 2

Develop and implement strategies to disaggregate student and employee data to identify, monitor, and eliminate institutional barriers.

Targets

1. Identify metrics and population groups to disaggregate.
2. Evaluate disaggregated data to identify barriers to student success.
3. Develop strategies to address or eliminate barriers.

Rationale As demand for disaggregated student performance data continues to increase, the College has begun adding disaggregated metrics to certain reports but has not prioritized analysis and use of the data. A new strategic plan provides an ideal opportunity to refocus campus efforts in this area.

KEY PERFORMANCE INDICATORS

Specific metrics and targets will be finalized during summer 2022.

EFFECTIVENESS

1. Completion of gateway math and writing courses/remedial success (MUS PF)
2. Course success rates
3. Credit accumulation (MUS PF)
4. Institutional competencies
5. Program/credential outcomes
6. Completion rate for credential-granting non-credit programs

STEWARDSHIP

1. Professional development funding
2. Professional development activities
3. Departmental tracking/reporting of outcomes of PD activities (to be developed as part of SG3)
4. College Employee Satisfaction Survey

IMPACT

1. Dual enrollment
2. 150% graduation rate
3. 150% transfer rate
4. Transfer success
5. Transfer GPA
6. Professional license and certification pass rates
7. Employment rates
8. College events open to the public
9. Assessment of workforce needs
10. Responsiveness to workforce needs
11. Employer satisfaction with workforce development offerings and initiatives
12. Non-credit programs and services provided annually
13. Annual headcount enrollment in CEC courses and programs
14. Service to community by faculty, staff, and students
15. CCSSE/SENSE

EQUITY

1. Disaggregated data to monitor and eliminate barriers
   a. Enrollment
   b. Entering cohort
   c. Retention
   d. Completions/graduation rates
2. Employee demographics
3. Campus Climate Survey
4. DEI-specific professional development activities