

# 2022-2027 STRATEGIC PLAN

## 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 & STRATEGIC GOALS

### Effectiveness

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

#### Defining Characteristics

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.

### 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.

#### Defining Characteristics

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 Goals

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.
2. Conduct targeted trainings to increase employee understanding of stewardship.
3. Improve the return on investment in professional development activities.

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## Impact

We collaboratively create responsive educational opportunities.

### Defining Characteristics

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 Goals

1. Demonstrate campus-wide engagement with our community.
2. Utilize academic pathways to increase enrollment, retention, and completion.

## Equity

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

### Defining Characteristics

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 Goals

1. Build institutional capacity for incorporating equity as a fundamental element of both regular operational practice and decision-making and planning.
2. Develop and implement strategies to disaggregate student and employee data to identify, monitor, and eliminate institutional barriers.