STRATEGIC GOAL #1 – PARTNER FOR STUDENT SUCCESS

OBJECTIVE #1 – IMPROVE STUDENT PERSISTENCE TOWARDS ATTAINMENT OF EDUCATIONAL GOALS AND COMPLETION RATES FOR STUDENTS SEEKING CERTIFICATES AND DEGREES

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.1.1	Develop existing and identify new resources focused on serving at-risk student populations (low-income, first generation, disabled, veterans, developmental education students).	• Entering at-risk student populations will persist and complete at rates comparable to the general student population in the same fall cohort.	1.2.2	Theme: Provide Access and Support Objective: Provide high quality support through institutional processes, student services and academic experiences	Persistence towards achievement of educational goals • Percentage of all entering students who return the next fall semester
1.1.2	Develop, implement, and evaluate a college readiness program as a collaborative effort between Student Services and Academic Affairs that integrates developmental and college success courses with technology and information literacy skill development using innovative delivery modes in a required first semester experience for students placing in more than one developmental education course.	• Percentage of entering student cohort earning a grade of C- or better in developmental courses • Percentage of entering student cohort earning a grade of C- of better in gateway math and/or writing courses within 2 years of entrance	2.1.1 2.1.2	Theme: Demonstrate Academic Excellence Objective: To enhance learner's college level skill development	Successful completion of developmental coursework • Percentage of students earning a grade of C- or better in developmental courses each semester Successful completion of gateway math and writing courses subsequent to developmental coursework • Percentage of developmental students earning a grade of C- of better in gateway math and/or writing courses within 2 years of entrance
1.1.3	Develop and implement mechanisms and tools to measure, evaluate and encourage student progress towards degree and certificate completion.	• Increase percentage of entering students each fall earning credentials within 150% of normal time to completion (Graduation Rate). Target graduation rate: 30%.	1.2.3	Theme: Provide Access and Support Objective: Provide high quality support through institutional processes, student services and academic experiences	Completion of certificate and degree programs • # of degrees and certificates completed annually • Percentage of entering students that graduate in three years (150% graduation rate)

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.1.4	Strengthen academic planning by providing students with clear, discrete pathways and encouraging early identification of intended program of study through initial and ongoing advising.	• Increase number of students completing certificates and degree, as measured by the number of completions/100 FTE. Establish baseline and identify target rate. • Increase percentage of enrolled degree-seeking students annually completing certificates and degrees	2.2.1 2.3.3	Theme: Demonstrate Academic Excellence Objective: To facilitate transfer Theme: Demonstrate Academic Excellence Objective: To prepare 21st century employee	AA/AS transfer degree production • % of enrolled general education students completing AA/AS transfer degrees annually • # of AA/AS annual completions per 100 FTE Career and technical education degree production • % of enrolled career and technical education students completing CAS/AAS degrees annually • # of CAS/AAS annual completions per 100 FTE

OBJECTIVE #2 – PROVIDE BROAD FINANCIAL SUPPORT FOR STUDENTS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.2.1	Increase grant and scholarship funding of students' financial need.	• Increase percentage of all undergraduate students receiving grants and scholarships. Establish baseline and identify target percentage. • Increase ratio of grants and scholarships proportionate to overall average aid received/student. Establish baseline and identify target ratio of grant/overall aid	1.2.1	Theme: Provide Access and Support Objective: Provide high quality support through institutional processes, student services and academic experiences	Availability and use of financial support for students with an emphasis on grants and scholarships • Percentage of all degree-seeking students receiving grants/scholarships • Increase ratio of grants and scholarships proportionate to overall average aid received/student. Establish baseline and identify target ratio of grant/overall aid
1.2.2	Expand opportunities and resources to strengthen and promote students' financial literacy.	• Maintain cohort loan default rates for graduates at or below state average for peer institutions.	N/A		

OBJECTIVE #3 – PREPARE STUDENTS FOR SUCCESS IN THE WORKPLACE AND IN FURTHER DEGREE ATTAINMENT

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.3.1	Develop and implement formalized internship guidelines to increase student participation and ensure quality experience for students and employers.	• Student participation and performance in internship opportunities. Measure current participation and performance to establish baseline for future comparison.	N/A		
1.3.2	Increase employer visits to campus to provide students with better opportunities for career development prior to completion.	• Placement Rate-percentage of students entering workforce upon completion in occupations related to credential. Establish baseline and identify target placement rate.	2.3.4	Theme: Demonstrate Academic Excellence

Objective: To prepare the 21st century employee | In field placement rates
• Percentage of students completing CTE credentials who are employed in their field following graduation (Collected via Graduate Survey & from OCHE via MT Department of Labor) |
| 1.3.3 | Increase participation and improve performance on professional licensing and certification examinations. | • Participation and pass rates for professional licensing/certification examinations.
• Inventory programs with professional certification/licensing examinations to establish baselines for comparison of participation and performance. | 2.3.1 | Theme: Demonstrate Academic Excellence

Objective: To prepare the 21st century employee | Percentage of students attempting professional license exams and certifications that successfully pass
• Percentage of students attempting professional licensing exams and certifications that successfully pass |

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.3.4	Develop formal articulation agreements and increase partnerships with baccalaureate institutions to improve students' transfer opportunities and subsequent educational attainment.	• Increase percentage of students subsequently enrolling at institutions of higher education within a 150% time frame of first attending (Transfer Rate). Target transfer rate: 18%. • Percentage of transfer students in good academic standing (2.0 or better GPA) after 1st semester following transfer to 4 year institution	2.2.2 2.2.3	Theme: Demonstrate Academic Excellence Objective: To facilitate transfer Theme: Demonstrate Academic Excellence Objective: To facilitate transfer	Transfer to four-year institutions • Percentage of all entering students transferring to four-year institutions within three years Transfer success • Percentage of transfer students in good academic standing (2.0 or better GPA) after 1st semester following transfer to 4 year institution
1.3.5	Integrate and promote MUS Core as viable option for general education transfer students completing more than 30 but fewer than 60 credits. Evaluate certifying completion of 30 credit MUS Core.	• Increase percentage of students transferring with successfully completed (C- or better) MUS Core.	N/A		
1.3.6	Host transfer fairs on campus, annually at a minimum, to educate and inform students on transfer pathways and opportunities.	• Increase student and transfer institution participation rates at hosted events. Establish baseline participation rates for future comparison.	2.2.2	Theme: Demonstrate Academic Excellence Objective: To Facilitate Transfer	Transfer to four-year institutions • Percentage of all entering students transferring to four-year institutions within three years
1.3.7	Provide accurate, informative and timely transfer advising to students.	• Increase number of students utilizing transmittal requests to expedite transfer to other MUS institutions. Develop baseline metric for future comparison.	2.2.2	Theme: Demonstrate Academic Excellence Objective: To Facilitate Transfer	Transfer to four-year institutions Percentage of all entering students transferring to four-year institutions within three years

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.3.8	Develop institutional active learning guidelines that connect program/course learning outcomes with student reflection on disciplinary concepts or problems.	• Establish baseline for future comparison. Increase number of students and/or units participating in current and future active learning opportunities and number of courses or programs that integrate meaningful and measureable active learning components. • Identify a process for developing guidelines	N/A		

OBJECTIVE #4 – DEVELOP AND EXPAND COMMUNITY RELATIONSHIPS THAT FOSTER STUDENT SUCCESS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.4.1	Collaborate with local high schools to increase participation in dual credit opportunities and utilization of Big Sky Pathways to prepare for career and technical education.	• Increase number of high school students participating in dual enrollment courses. • Semester headcount enrollment in CTE dual-credit course offerings	1.1.2	Theme: Provide Access and Support Objective: To provide appropriate access to lifelong learning opportunities	K-12 participation and partnerships in credit-bearing programs and instruction • Semester headcount in high school dual enrollment programs • Semester headcount enrollment in CTE dual-credit course offerings
1.4.2	Develop outreach program to introduce middle and high school students to two-year higher education emphasizing college preparedness.	• Successful implementation of annual college visit days for all area middle schools. • Develop and maintain college preparation content on college website for K-12 students.	N/A		
1.4.3	Use program advisory councils and designated liaisons to develop and maintain effective relationships with agencies, employers, and other higher education institutions to enhance student success initiatives.	• Integrate student success objectives in the work of program advisory councils via advisory council handbook • Designate campus liaisons for all instructional programs	3.1.2	Theme: Strengthen the Community Objective: To be responsive to regional workforce needs	Implementation of advisory council recommendations into career and technical education program curriculum • Specific recommendations documented, implemented and assessed in annual program planning and 5 year reviews

OBJECTIVE #5 – PROVIDE SUPPORT SERVICES THAT ENGAGE STUDENTS AND ENHANCE THEIR ACADEMIC AND PERSONAL DEVELOPMENT

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEMES/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.5.1	Improve students' level of engagement inside and outside of the classroom.	• Performance on SENSE and CSSE surveys at or above cohort averages for all benchmarks on each survey.	1.2.4	Theme: Provide Access and Support Objective: Provide high quality support through institutional processes, student services and academic experiences	Student engagement and satisfaction with academic experience and support services • Institutional performance on CCSSE and SENSE (and other institutional survey instruments)
1.5.2	Provide high quality support services that are relevant and responsive to student needs.	• Results of ongoing program/service evaluations. Positive ratings on 75% of items measured.	N/A		
1.5.3	Provide a developmental education program that prepares students for success in college-level courses in a timely and effective manner.	• Improve progression rates through developmental education coursework. • Pass rates in first-year math and writing courses for developmental education students comparable to those of non-developmental students. Establish baseline measurement for future comparison.	2.1.1 2.1.2	Theme: Demonstrate Academic Excellence Objective: To enhance learner's college level skill development Theme: Demonstrate Academic Excellence Objective: To enhance learner's college level skill development	Successful completion of developmental coursework • Percentage of students earning a grade of C- or better in developmental courses each semester Successful completion of gateway math and writing courses subsequent to developmental coursework • Percentage of developmental students earning a grade of C- of better in gateway math and/or writing courses within 2 years of entrance
1.5.4	Improve students' information literacy, a core aptitude for academic and workforce success.	• Student Performance on identified assessment measure at or above cohort averages for benchmarks. Cohorts demonstrate improvement from initial to final assessments.	2.3.2	Theme: Demonstrate Academic Excellence Objective: To prepare the 21st century employee	Information literacy Competency • Student performance on assessment of information/technology competency

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEMES/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
1.5.5	Provide support services for online/distance education students that are comparable to those available on campus.	• Cohort retention rates for students enrolled exclusively in online courses. Compare student success in completion of online vs face-to-face delivery of same courses. Establish baseline measurement for future comparisons.	1.2.2	Theme: Provide Access and Support Objective: Provide high quality support through institutional processes, student services and academic experiences	Persistence towards achievement of educational goals • Percentage of all entering students who return the next fall semester

STRATEGIC GOAL #2– INTEGRATE PLANNING AND ASSESSMENT

OBJECTIVE #1 – IDENTIFY, COLLECT, AND REPORT DATA TO MAKE EVIDENCE-BASED DECISIONS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
2.1.1	Develop a responsive process for data collection, analysis, and sharing to foster an institutional culture of evidence-based decision-making.	• Expectations for and development of proficiency in the use of data for institutional planning and assessment. • Collection of and access to relevant basic longitudinal institutional data. • Appropriate resources identified and processes established to gather valid, reliable, and useful institutional data. • Implementation of a process for requesting data from the institutional research office for specific purposes or special projects beyond routine reporting and assessment activities. • Appropriate platforms developed for data reporting for use by the institution and for disclosure to the audiences served by the College.	N/A		

OBJECTIVE #2 – MAINTAIN RELEVANT ACADEMIC PROGRAMS AND EFFECTIVE STUDENT SUPPORT SERVICES

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
2.2.1	Develop and implement a continuous formative review process for all academic programs and student support services.	• Implementation of an intensive and systematic program review process on a three-year cycle with one third of all programs reviewed each year to begin January 2012. • Creation of a process and crosswalk for assessing student learning outcomes (SLOs) based on course core competencies and core themes.	N/A		
2.2.2	Identify, implement, and utilize appropriate institutional survey instruments to evaluate the mission alignment and effectiveness of all programs and services.	• Student Survey of New Student Engagement (SENSE), Community College Student Survey of Engagement (CCSSE) and Student Assessment of Information Literacy (SAILS) are scheduled; results are accessible and used to inform College planning and assessment.	N/A		
2.2.3	Evaluate all advisory committees for relevancy and effectiveness.	• Creation of an advisory committee handbook establishing specific expectations for committee members and operational guidelines subject to College Policy 200.3	3.1.2	Theme: Strengthen the Community Objective: To be responsive to regional workforce needs	Implementation of advisory council recommendations into career and technical education program curriculum • Specific advisory council recommendations documented, implemented and assessed in annual program planning and five-year program reviews

OBJECTIVE #3 – CONTINUOUSLY IMPROVE QUALITY AND FISCAL EFFICIENCIES

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
2.3.1	Develop and maintain a systematic and ongoing planning and assessment process for all programs and services.	• Implementation of an annual planning and assessment process for all programs and services that integrates outcomes assessment, resource allocation, and alignment with mission, strategic goals, and core themes.	N/A		

STRATEGIC GOAL #3– ATTAIN EXCELLENCE

OBJECTIVE #1 – PROVIDE HIGH STANDARDS OF QUALITY IN THE DELIVERY OF INSTRUCTION AND SUPPORT SERVICES

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
3.1.1	Establish best practice standards and regular training opportunities for alternate modes of course delivery (online, hybrid, weekend, and evenings).	• Resources and standards for best practices and pedagogy are identified and made widely available for alternate modes of course delivery. • A regular schedule of training opportunities for professional development in alternate modes of course delivery is implemented and evaluated for relevance and efficacy.	N/A		
3.1.2	Identify, implement, and utilize appropriate assessment tools to evaluate the quality of instruction and services.	• Mid-term and semester course evaluations are systematically conducted and monitored to improve course curriculum and faculty performance. • Evaluation surveys utilized at program and service level are designed, administered, and analyzed consistently following best practices in higher education. • Implementation and training is provided for use of a common electronic survey tool across the institution.	N/A		

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
3.1.3	Develop academic standards and student learning outcomes that promote quality and rigor in the delivery of instruction.	• Core competencies for general and technical education will be identified, aligned with course learning outcomes, and regularly assessed using measurable indicators. • Regularly audit academic policies and standards to identify areas needing revision and/or further development.	N/A		
3.1.4	Advance innovation and excellence in teaching to support student success.	• Faculty present at professional conferences to share examples of best practices. • Student evaluations provide evaluation of faculty in terms of innovation and excellence. • Continue annual recognition of faculty for NISOD "Excellence in Teaching" award and participation in NISOD Annual Conference. • Professional development opportunities for faculty focus on implementing new and innovative classroom methods. • Develop incentive program for faculty to maintain excellence in the classroom. • Student success rates in pilot course are compared to that of traditional classes.	3.4.1	Theme: Strengthen the Community Objective: To develop and strengthen employee knowledge, skills and engagement	Faculty and staff participation in professional development activities • Percentage of faculty and staff completing professional development activities/year *To be documented as approved professional development requests, and activities included in annual performance evaluation for staff and the faculty evaluation process* • # of college sponsored professional development activities/opportunities offered each year

OBJECTIVE #2 – PROMOTE EMPLOYEE GROWTH AND KNOWLEDGE SHARING THROUGH PROFESSIONAL DEVELOPMENT

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
3.2.1	Improve procedural infrastructure and orientation process for new employees.	• Consistently implement, assess, and refine the OWL mentoring system. • Formalize review, revision, and distribution of faculty and staff handbooks. • Provide support and resources for development and maintenance of departmental operation manuals. • Continue formalized Internal Process Review meetings to include documentation and assessment of activities and decisions.	N/A		
3.2.2	Develop, implement, and routinely evaluate professional development plans for all faculty and staff.	• Develop guidelines and assessment tools for cyclical evaluation of faculty professional development in accordance with collective bargaining agreements. • Maintain and evaluate annual professional development plans for all contract and classified staff in accordance with applicable collective bargaining agreements	N/A		

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
3.2.3	Encourage faculty and staff to communicate with and participate in professional activities with local, state and regional partners/peers.	• Provide access to relevant professional memberships and participation in meetings/conferences through institutional professional development fund. • Maintain, share, and formally recognize annual inventory of professional memberships and activities. • Document and evaluate participation in professional activities via staff and faculty professional development plans.	N/A		
3.2.4	Expand opportunities for and participation in professional development activities at all levels of the College (institutional, divisional, program/departmental, individual).	• Annually evaluate use of professional development funds by faculty and staff to monitor and encourage equitable distribution of available funding resources. • Deliver flexible and diverse schedule of annual professional development offerings on campus to be coordinated by Human Resources/Faculty and Staff Senates/Professional Development Committee. • Expand Professional Development webpage on College website to better promote and communicate available resources and opportunities to campus community.	3.4.1	Theme: Strengthen the Community Objective: To develop and strengthen employee knowledge, skills and engagement	Faculty and staff participation in professional development activities • Percentage of faculty and staff completing professional development activities/year *To be documented as approved professional development requests, and activities included in annual performance evaluation for staff and the faculty evaluation process* # of college sponsored professional development activities/opportunities offered each year

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
3.2.5	Revise and implement formal promotion and tenure processes for full-time faculty.	• Develop standardized assessment tool to evaluate faculty requests for promotion and/or tenure. • Deliver and evaluate initial and ongoing training on promotion and tenure process.	N/A		

OBJECTIVE #3 – DEVELOP A CULTURE OF EXCELLENCE THROUGH INCLUSIVE, EFFECTIVE AND SYSTEMATIC EMPLOYEE EVALUATION PROCESSES

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
3.3.1	Refine and maintain process for ongoing evaluation of full-time and part-time faculty.	• All full-time faculty are evaluated based on self-assessment, classroom observation, and student course evaluations subject to cycles dictated by tenure status in accordance with collective bargaining agreements. • Develop assessment tool for evaluation of adjunct faculty based on periodic review of student course evaluations.	N/A		
3.3.2	Fully implement and assess annual evaluation processes for contract and classified staff.	• All contract and classified staff performance will be evaluated annually using existing process based on Performance Development Plan and Assessment (PDPA). • Staff evaluation tool will be assessed and revised as appropriate by Director of Human Resources. • Ongoing training on staff evaluation process will be provided by Human Resources. • Senior administrators will be regularly evaluated according to process determined by the Dean/CEO of the College.	N/A		

STRATEGIC GOAL #4– SUPPORT THE COMMUNITY

OBJECTIVE #1 – DEVELOP AND MAINTAIN POSITIVE MUTUALLY BENEFICIAL RELATIONSHIPS AND PARTNERSHIPS WITH LOCAL COMMUNITY ORGANIZATIONS AND EMPLOYERS.

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
4.1.1	Offer and increase opportunities for employers to provide customized training for their employees.	• Collect data to assess the number of employers interested in customized trainings; establish annual baseline data, set benchmarks, and track trends. • Set goal for number of customized training programs to be offered each year and assess for future planning according to utilization and demand.	3.3.4	Theme: Strengthen the Community Objective: To be responsive to regional workforce needs	Use of credit and non-credit programs to support community needs • # of customized trainings provided annually to employers/community organizations • Alignment with community needs documented in program outcomes and assessed in all annual plans and five-year internal program reviews

OBJECTIVE #2 – PROVIDE RELEVANT INSTRUCTION ON KNOWLEDGE, SKILLS, AND ABILITIES VALUED BY EMPLOYERS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
4.2.1	Establish and maintain program advisory councils subject to Helena College Policy 200.3 as the primary means to solicit employer input on curriculum.	• Advisory Council meeting minutes are posted on the College website to document regularity and efficacy of meetings. • Annual planning and assessment and ongoing program reviews document advisory council recommendations on curriculum and services. • Annual evaluations completed by advisory council members document the value of the meetings, suggestions to make the councils more productive, specific instances of graduates hired and employer satisfaction, suggestions as to specific education and/or training needs, future workforce training needs and trends, patterns	3.1.2	Theme: Strengthen the Community Objective: To be responsive to regional workforce needs	Implementation of advisory council recommendations into career and technical education program curriculum • Specific advisory council recommendations documented, implemented and assessed in annual program planning and five-year program reviews

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
4.2.2	Use professional development funding opportunities to identify and attend local and regional industry conferences relevant to developing information on employer needs.	• Track annual professional development activities/attendance of conferences pertinent to updating knowledge of current employment training and skill needs. • Track presentation of knowledge attained from professional development activities to appropriate faculty and staff. • Annual planning and assessment and ongoing program reviews document pedagogical improvements related to attendance of local and regional industry conferences.	3.4.1	Theme: Strengthen the Community Objective: To develop and strengthen employee knowledge, skills and engagement	Faculty and staff participation in professional development activities • Percentage of faculty and staff completing professional development activities/year

OBJECTIVE #3 – PROMOTE A POSITIVE, PROGRESSIVE, AND RESPONSIVE IMAGE TO OUR LOCAL COMMUNITY BY OFFERING A COMPREHENSIVE ENVIRONMENT FOR WORKFORCE DEVELOPMENT, SERVICE, AND LIFELONG LEARNING

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
4.3.1	Maintain and expand diverse continuing education programs which provide educational growth for the populations we serve.	• Collect data on the number of continuing education programs and courses; establish annual baseline data, set benchmarks, and track trends. • Assess needs and interests of potential enrollees for continuing education programs. • Develop and administer satisfaction surveys for continuing education programs and courses for evaluation and continuous improvement.	1.1.3	Theme: Provide Access and Support Objective: To provide appropriate access to lifelong learning opportunities	Participation in non-credit/credit continuing and community education programs • Annual Headcount Enrollment (AHE) in continuing education courses
4.3.2	Encourage faculty and staff participation in relevant community organizations and events that relate to the college mission.	• Establish and maintain inventory of faculty and staff participation in community organizations and events. • Investigate incentive program for faculty and staff participation in community organizations and events. • Support allocation of professional development funds for membership and/or participation in community organizations. • Provide formal recognition for faculty and staff who are active in our community.	3.3.2	Theme: Strengthen the Community Objective: To meet community needs through learning, volunteer and service collaborations	Service to community to faculty, students, and staff • # of service activities to community (including internships, service-learning, and faculty/staff involvement in community)

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
4.3.3	Establish and maintain positive partnerships with public K-12 education in our community.	• Identify/assess needs of K-12 institutions with service area and provide support as appropriate through donations of expertise and equipment (ex. Lincoln Public School).	N/A		
4.3.4	Host events that provide intellectual, cultural, and social enrichment for the community.	• Collect data on number of community events hosted by college, establish annual baseline data, set benchmarks, and track trends. • Create and maintain inventory of organizations/entities that use college facilities and solicit additional organizations that may benefit from use of college facilities. • Encourage college governance organizations (senates), committees, and programs to sponsor events of interest to students and community at large. Support event sponsorship/coordination with professional development resources for faculty and staff. • Develop and administer satisfaction surveys for community event participants and modify hosting procedures to reflect satisfaction survey feedback.	3.2.2 3.2.1	Theme: Strengthen the Community Objective: To serve as a facility and cultural resource for community Theme: Strengthen the Community Objective: To serve as a facility and cultural resource for community	College entity sponsorship of social, intellectual and/or cultural events or activities open to community participation Community use of campus facilities • # of community events hosted on Helena College campuses each year

OBJECTIVE #4 – IMPLEMENT AND MAINTAIN PROCESSES TO ASSESS AND RESPOND TO OUR COMMUNITY'S ONGOING AND EMERGING EDUCATIONAL AND TRAINING NEEDS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
4.4.1	Develop and maintain institutional capacity with regard to assessment of community needs.	- Develop and maintain inventory of community representation on advisory councils. - Identify important community contacts/organizations and assign designated campus liaisons where appropriate/necessary. - Investigate feasibility/effectiveness of Community Advisory Council to provide forum for broad representation and input from community partners. - Improve communication and collaboration with state, county, and city agencies to identify educational need and potential partnerships. - Include evaluation of community needs in program review and annual planning and assessment processes as appropriate to program objectives, strategies, and indicators.	N/A		

STRATEGIC GOAL #5– ADVANCE THE INSTITUTION

OBJECTIVE #1 – BUILD AND MAINTAIN POSITIVE EXTERNAL RELATIONSHIPS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.1.1	Provide the community with expanded opportunities for continuing education through lecture series, debates, panel discussions, etc.	• Develop a "Speakers Bureau" of faculty and professionals to provide programs for area schools, community, organizations, business and industry, and the general public. • Host four Speakers Bureau events at the College each calendar year.	3.2.2	Theme: Strengthen the Community Objective: To serve as a facility and cultural resource for community	College entity sponsorship of social, intellectual and/or cultural events or activities open to community participation • # of college sponsored events/activities open to community participation per year
5.1.2	Develop partnerships that lead to high-quality comprehensive educational offerings, including programs in high-demand fields.	• Research and develop two to four partnerships that will collaborate in creating two to four educational programs or courses that represent skills needed in high-demand fields	N/A		

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.1.3	Develop effective programs and communications to engage potential donors.	• Develop high-quality color publication for meetings with and mailings to potential donors using student testimonials and information from the College's annual report. • Establish a formal Alumni Association and Foundation Board. • Create and regularly update a database to identify and track contacts with potential donors. • Develop specific marketing materials (print, electronic, website) to support a donor program. • **KPIs are completion/maintenance of activities**	3.3.3	Theme: Strengthen the Community Objective: To meet community needs through learning, volunteer and service collaborations	Foundation and alumni activities • # of foundation or alumni sponsored events and activities of benefit to the community

OBJECTIVE #2 – BUILD AND MAINTAIN POSITIVE INTERNAL RELATIONSHIPS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.2.1	Enhance the sense of shared community across campuses for faculty, staff and students.	• Provide opportunities for and promote participation in campus community activities for all employees. • Expand offerings through the Quality of Work Life and Diversity Committees, Faculty and Staff Senates, and Wellness program to include seminars, workshops, and other educational opportunities. • Collaborate with Associated Students of the University of Montana-Helena to sponsor events and activities that bring students, staff, and faculty together for academic, cultural, and social enrichment.	N/A		

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.2.2	Provide timely and relevant communication to the campus community so that faculty, staff, and students serve as effective ambassadors for the college.	• Enhance and maintain regular campus-wide communications using multiple platforms (website, e-newsletters, flat screens, reader boards, mailings). • Host one campus meeting for all employees each semester. • Implement and regularly test an emergency communication system. • Evaluate viability of all campus welcome back days that would integrate informational items and professional development opportunities relevant to faculty and staff constituencies.	N/A		
5.2.3	Focus on those we serve, especially our students.	• Provide expanded access to resources through further development of our website. • Increase student participation in and satisfaction measured by surveys evaluating the institution and its support services. • Document and communicate responses to needs identified in student surveys (additional course offerings, scheduling, support resources, etc.). • Develop and regularly administer satisfaction survey to faculty, staff, and students to evaluate whether facilities, equipment, and instructional resources are adequate.	1.2.4 3.4.3	Theme: Provide Access and Support Objective: To provide high quality support through institutional processes, student services and academic experiences Theme: Strengthen the Community Objective: To develop and strengthen employee knowledge, skills and engagement	Student engagement and satisfaction with academic experience and support services • Institutional performance on Community College Survey of Student Engagement (CCSSE) and Survey of Entering Student Engagement (SENSE) Employee engagement and satisfaction with campus community and working environment • % of employees surveyed indicating overall engagement/satisfaction

OBJECTIVE #3 – SECURE RESOURCES TO ENHANCE AND EXPAND INSTITUTIONAL CAPACITY

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.3.1	Create and implement a strategic plan for the Helena College Foundation with an annual review.	• Helena College Foundation Board develops, presents, and implements a five-year plan with oversight from the College Council. • Foundation plan is reviewed annually for effectiveness and goal attainment. • Foundation plan defines the context and rationale for soliciting donations.	N/A		
5.3.2	Identify, cultivate and maintain philanthropic support to further College goals for excellence.	• Create a philanthropic brand. • Evaluate potential resources for hiring a Foundation Director. • Develop a white paper that compares philanthropic entities similar to our type of institution. • Research how other institutions use incentives for securing donations. • Develop annual Foundation-sponsored events (alumni day, tailgate day, etc.).	3.3.3	Theme: Strengthen the Community Objective: To meet community needs through learning, volunteer and service collaborations	Foundation and alumni activities • # of foundation or alumni sponsored events and activities of benefit to the community

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.3.3	Develop alumni database, communication plan, and programs to sustain involvement of graduates and target potential donors.	• Develop alumni-specific communications and marketing, (newsletter, blog, social media) that target and inform prospective stakeholders of the Foundation, the College's growth, and successful outcomes. • Identify appropriate non-Foundation events and opportunities for tabling and displays. • Create and regularly update an alumni database to identify and track contacts with graduates and potential donors.	N/A		
5.3.4	Seek funding for student scholarships, facility enhancement, and instructional activities to improve educational opportunities and learning environments for students.	• Seek state and federal grant resources. • Target businesses that employ graduates from Helena College's various trade and technical programs to solicit donations to improve and enhance instruction.	N/A		

OBJECTIVE #4 – DEVELOP AND ENHANCE ACADEMIC PROGRAMS

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.4.1	Develop partnerships that lead to high-quality comprehensive offerings, including programs in high-demand fields.	• Regularly survey local and statewide employers to identify high-demand fields and desired training and skills. • Current course offerings are regularly adjusted to reflect industry needs. • Develop a partnership with a College of Education to offer a two-year early childhood degree.	3.1.2	Theme: Strengthen the Community Objective: To be responsive to regional workforce needs	Implementation of advisory council recommendations into career and technical education program curriculum • Specific advisory council recommendations documented, implemented and assessed in annual program planning and internal program reviews

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.4.2	Provide academic programs that are responsive to local, regional and state needs that are furnished with state-of-the-art equipment and facilities.	• Develop and regularly administer institutional responsiveness survey for targeted community audiences. • Receive recognition for quality of equipment and facilities in accreditation agency reports. • Job placement and transfer rates are collected and monitored to determine the success rate of graduates who have entered the workforce or are seeking additional education and training. • New or restructured academic programs have the necessary equipment, facilities, and instructional expertise to provide effective instruction. • Surveys and communications with graduates and employers indicate that equipment and facilities are adequate	2.2.2 2.3.4 3.1.2	Theme: Demonstrate Academic Excellence Objective: To facilitate transfer Theme: Demonstrate Academic Excellence Objective: To prepare the 21st century employee Theme: Strengthen the Community Objective: To be responsive to regional workforce needs	Transfer to four-year institutions • % of all entering students transferring to four-year institutions within three years In field placement rates • % of students completing CTE credentials who are employed in their field following graduation Employer satisfaction with graduates and customized trainings for employees • % of employers indicating graduates are adequately prepared for successful employment in their field
5.4.3	Continue to provide learning opportunities by expanding the selection of evening, weekend, and online courses.	• Use average course capacity of 85% per semester to assess scheduling of course offerings • Track capacity in day, night, weekend and online courses	1.1.1	Theme: Provide Access and Support Objective: To provide appropriate access to lifelong learning opportunities	Participation in credit-bearing programs and instruction • Average Annual FTE (AAFTE) • Fall Headcount (FHE) • Use average course capacity of 85% per semester to assess scheduling of course offerings • Track capacity in day, night, weekend and online courses

OBJECTIVE #5 – FOSTER A COMMUNITY OF DYNAMIC GROWTH

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
5.5.1	Encourage innovation and future-oriented planning to promote an institutional climate of dynamic growth and change.	• Development of a new program proposal process to include criteria such as forecast/trend data, fiscal implications, and mission alignment. • Continued support for professional development resources and activities that focus on innovative or emerging practices with demonstrated effectiveness. • Structured opportunities for sharing information and best practices across the campus community.	N/A		

STRATEGIC GOAL #6– DEVELOP RESOURCES

OBJECTIVE #1 – DEVELOP AND PROMOTE A UNIFIED COLLEGE ENVIRONMENT

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
6.1.1	Provide more opportunities for faculty, staff, and students to positively experience each campus location of the College.	• Create and maintain a transit service between the Donaldson and Airport campuses. • Diversify course options and scheduling at each campus location. • Promote and support more events for faculty and students to showcase their accomplishments.	N/A		

OBJECTIVE #2 – INCREASE THE COLLEGE'S MONETARY RESOURCES

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
6.2.1	Establish on-campus grant-writing resources.	• Evaluate potential resources for hiring a grant writer/manager. • Utilize Director of Institutional Research to identify potential external funding sources. • Facilitate annual workshops to develop institutional grant-writing expertise. • Utilize Business Office for assistance with budget preparation related to grant applications and funding proposals.	N/A		

OBJECTIVE #3 – IMPROVE AND EXPAND RESOURCES AND SERVICES FOR STUDENTS, FACULTY, AND STAFF

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
6.3.1	Provide necessary and appropriate support services for students, faculty, and staff at both campuses.	• Use results of student, faculty, and staff surveys to identify need and feasibility of resources and services for potential development at both campus locations. • Establish library resources at the Airport Campus. • Establish a food service at the Airport Campus. • Investigate need for and feasibility of providing an on-campus childcare service. • Regularly review adequacy and effectiveness of professional development funds for faculty and staff. Identify additional sources of potential funding.	3.4.3	Theme: Strengthen the Community Objective: To develop and strengthen employee knowledge, skills and engagement	Employee engagement and satisfaction with campus community and working environment • % of employees surveyed indicating overall engagement/satisfaction
6.3.2	Maintain and improve access and services for students, faculty, and staff with disabilities.	• Establish and maintain an Accessibility Advisory Council to review needs of those with disabilities and assess college accessibility. • Annually review the use of programs and services for students, staff and faculty with disabilities.	N/A		

OBJECTIVE #4 – ENHANCE THE VISIBILITY, RECOGNITION, AND GROWTH OF THE COLLEGE

#	STRATEGIES TO ACCOMPLISH OBJECTIVES	KEY PERFORMANCE INDICATORS	#	CORE THEME/OBJECTIVE	INDICATORS OF ACHIEVEMENT/METRICS
6.4.1	Establish a stronger presence in the community as a comprehensive two-year college.	• Increase fiscal support for marketing and public relations efforts to showcase the College's programs to the community. • Expand the square footage and property holdings of the College. • Increase the number of off-site projects for instructional programs. • Actively promote awareness of community collaborations and partnerships. • Support and showcase college efforts in engaging students in various community internships and research projects.	N/A		