

MEDICINE HAT COLLEGE
STRATEGIC PLAN

2020-2030

UPDATED 2023



MEDICINE HAT
COLLEGE

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SARAH MACKENZIE
BOARD CHAIR



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PRESIDENT & CEO



Refreshing Our Commitment

A LETTER FROM THE BOARD CHAIR AND PRESIDENT

Three years ago, we connected with individuals and organizations across Southeast Alberta to learn about their needs and aspirations. The information we gathered, and the relationships established through the process, were integral to the creation of the college's strategic plan.

We've been focused on living up to the aspirations we established in 2020, and are proud of what we've accomplished even while adapting to unexpected challenges. The college is more connected. We are more aware of and aligned to the region. Nonetheless, it is critical to check with those around us to be sure of our direction.

This spring, we returned to individuals and organizations in the region, including the community of learners within the college, to ask again for input. The result of that work is shared in this renewed iteration of our strategic plan.

While we've applied what we learned from the past three years, this document affirms our direction. We have an authentic commitment to meeting the current and future needs of the those in our region and we can confidently state that we are on the right path. We are collaboratively building the future.

We remain committed to providing access to education that meets the unique needs

of individuals. We will enhance our capacity to prepare learners for their roles in the region and empower them to seize every opportunity for success. We are dedicated to aligning with the needs of businesses and employers.

Thank you to the hundreds of staff, faculty, students, community members, and partners who contributed their thoughts. Your ideas shape our institution and our region.



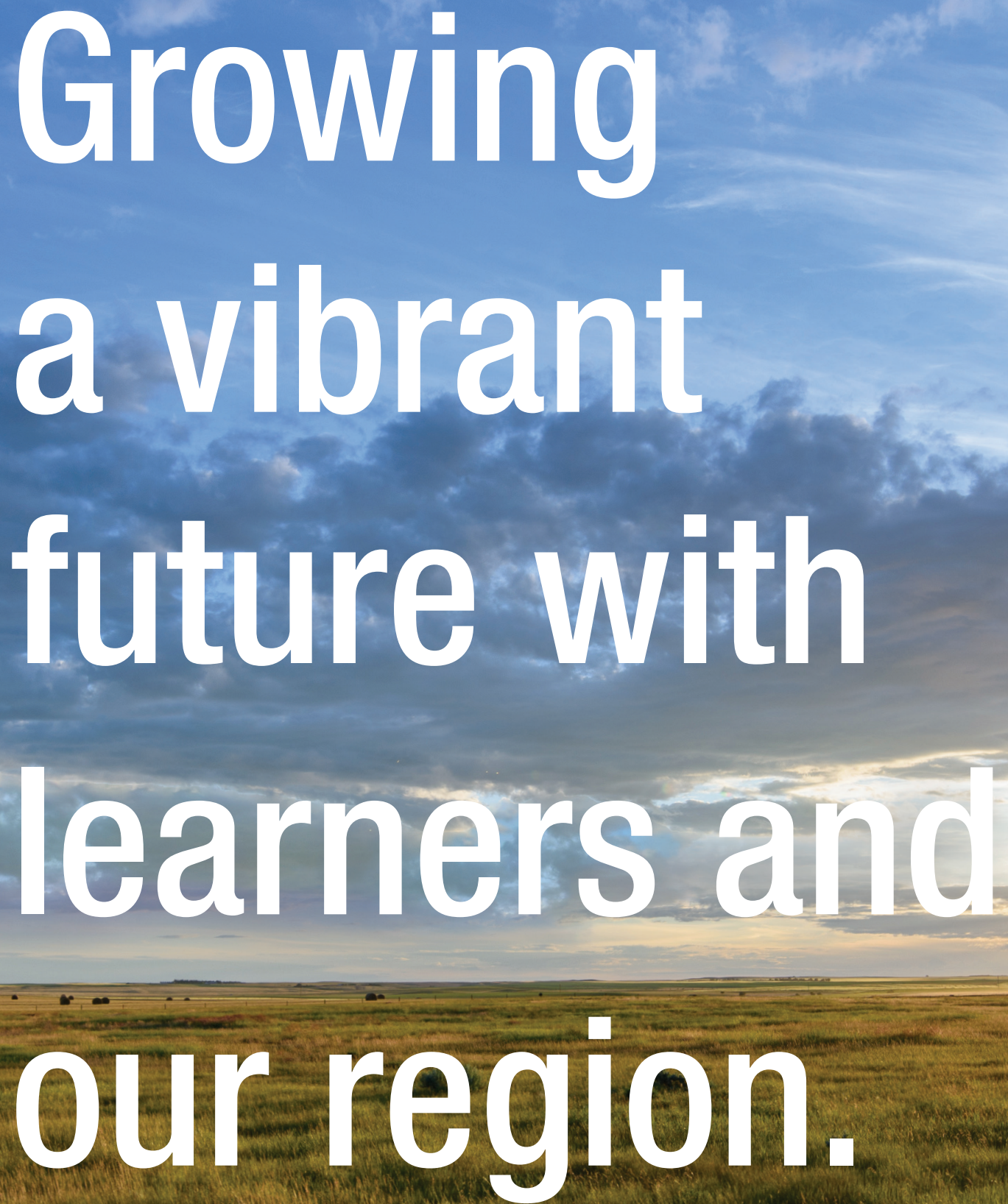
The Plan

Our strategic plan defines our role in Southeast Alberta and establishes the college's goals through to 2030. This plan sets the stage for strategic transformation of the college.

GOALS are defined as the high-level results we want to achieve. Ten years from now, MHC will look different than it does today.

STRATEGIES encompass the actions we take to achieve our goals. Each unit within the institution aligns its plans with these strategies, ensuring that the entire organization collaborates toward the shared outcomes.

MEASURES serve as the tools to track our progress towards our goals. By analyzing data and observing trends, we can make necessary adjustments to stay on track.

A vibrant landscape featuring a blue sky with scattered white clouds, a green field, and a horizon line. The text is overlaid in white, bold, sans-serif font.

**Growing
a vibrant
future with
learners and
our region.**



Purpose

Statement

When we ask members of our college community to describe what a vibrant future looks like to them, they speak of the sustainability for our environment, economic stability for themselves and their children, and opportunities for social connection and belonging. They say a vibrant future is one where our living and working spaces are accessible and safe, our region welcomes outsiders and attracts a diverse population, including youth. It contains opportunities to engage in rich cultural and recreational activity and to make meaningful contributions at a local and regional level.

What role does Medicine Hat College play in cultivating this ideal future?

Solidly rooted in our role as a comprehensive community college, we attract learners through our rich educational and personal growth opportunities. We cultivate a sense of connection and create space for diverse conversations and pursuits. We lead boldly, sharing our expertise so that, together with our partners, we create the right conditions for a sustainable region: a place where we can all thrive.



***OUR CULTURE IS
THE FOUNDATION
FOR OUR GOALS.***

Our Culture

We will bring passion to our purpose. Our culture will embrace teamwork, mutual respect, and diversity. We will promote an inclusive environment where individual differences are accepted and valued. We will lift each other up, build on each other's strengths, and trust each other to always do our best. Aligned to a common purpose, our culture will become the foundation that allows us to achieve our goals.

Our Guiding Principles

1 AUTHENTICITY

Mutual respect for individual differences and honest, transparent communication form the basis of our interactions.

Accountability for our actions means we can be trusted to do our best work.

2 COLLABORATION

We promote partnerships, knowledge sharing, and working together to accomplish greater things. We recognize the importance of diverse perspectives, including those from inside or outside our walls as well as those that support or challenge our ideas. Collectively, we shape our pursuits.

3 ACTION

We act with purpose. To do so, we are willing to take calculated risks and allow for failure. We are curious, ask questions, and when necessary, adjust our actions to be more impactful. We stay connected and are empowered to make decisions that lead to purpose-driven growth.

GOAL 1

PEOPLE IN OUR REGION CAN ACCESS EDUCATION

We meet learners where they're at. We remove barriers for the diverse population we serve. Through flexible programming, pathways, and alternative delivery methods, learners get what they need, when they need it, and in ways that work for them. Our partnerships enhance our ability to achieve this goal.

MEASURES



REGIONAL ENROLMENT¹

The headcount of credit learners at Medicine Hat College from the MHC service region, including apprenticeships.



HIGH SCHOOL TRANSITION RATE²

The proportion of high school graduates from our service region who transition to the Alberta Post-Secondary education system the following fall.



ACCESS & CONTINUATION²

The proportion of learners who enroll at MHC and complete a credential in the Alberta Post-Secondary education system.

STRATEGIES

TO ACHIEVE THIS GOAL, WE WILL:

- ↳ **Provide personalized support for the journey into Medicine Hat College**
- ↳ **Positively influence regional perceptions of the value of a post-secondary education**
- ↳ **Expand learning opportunities with customized pathways that meet the needs of learners and the region**

GOAL 2

LEARNERS ARE PREPARED TO REALIZE THEIR GOALS

We combine academic theory and practical application to give learners a competitive advantage in the labour market. With an emphasis on wellness, inclusion, and a foundation of skills, we prepare learners for success in college, in the workforce, and in life.

MEASURES



ACADEMIC READINESS⁶

An index of learners' perceptions of their own learning behaviours that lead to academic readiness.



GOAL ACHIEVEMENT^{3,4,5}

The proportion of former credit learners who report that they achieved their primary goal.



GRADUATE EMPLOYMENT⁴

The proportion of employed graduates who state that their job is related to their field of study 6 months after graduation.

STRATEGIES

TO ACHIEVE THIS GOAL, WE WILL:

- ↳ **Ensure all learners have experiential learning opportunities**
- ↳ **Provide a tailored approach to help learners achieve their goals**
- ↳ **Provide opportunities for learners to develop a foundation of skills and knowledge that prepare them for the future**

GOAL 3

REGIONAL VITALITY IS STRENGTHENED THROUGH OUR WORK

Focused on the future of work, our programs align with the needs of the region while opening doors to the world. We are agile in our ability to design, develop, and adapt based on a shared understanding of the current and emerging needs of our region. As leaders in collaboration, we are allies in regional development. We identify emerging trends and work with regional partners to rapidly prototype solutions.

MEASURES



GRADUATES IN REGION⁴

The proportion of graduates from MHC who report staying in the MHC service region after graduation.



SUCCESSFUL PARTNERSHIPS⁷

Proportion of WIL (Work Integrated Learning), C4i and Corporate training partners who report being satisfied with the outcome of the partnership.



NON-CREDIT REGISTRATIONS⁸

The number of registrations at Medicine Hat College in non-credit courses.

STRATEGIES

TO ACHIEVE THIS GOAL, WE WILL:

- ↳ **Collaborate with partners to build skills, knowledge, and solutions that matter to our region**
- ↳ **Support social, environmental, and economic sustainability within the region**

SOURCE

1 Learner Enrolment and Reporting System / 2 Ministry of Advanced Education / 3 Graduate Survey / 4 University & Open Studies (Leaver) Survey / 5 Former Student (Leaver) Survey / 6 Student Learning and Engagement Survey / 7 MHC Key Partnership Survey / 8 Continuing Studies (Lumens)



From Strategy to Execution: Integrated Planning

We recognize that institutional plans are strengthened when they're interconnected and work in harmony to advance our strategic goals. Integrated planning forms the foundation of this approach. We are developing several tactical plans to activate our Strategic Plan and drive our actions. These include our Academic Plan, Campus Master Plan, People & Culture Plan, and Regional Engagement Plan. Guided by these tactical plans, the steps we take will keep us on our path and accelerate our progress towards achieving our goals.



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