

**In all we do, we value
a culture of integrity,
inclusion, and excellence.**

We value our students
and are committed to creating an
accessible environment that is affordable,
caring, supportive, inclusive and
learner-centered.

We value our employees
and are committed to creating an
environment that is culturally diverse,
collaborative, and respectful.

We value our communities
and are committed to creating an
environment that is innovative, responsive,
and accountable.



North Central State College

Changing lives.
Transforming communities.

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Vision

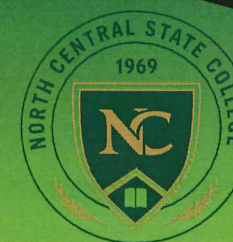
North Central State College is committed
to being a leader in affordable quality
higher education and a partner in
achieving greater community prosperity
and better quality of life.

Mission

Providing individuals with the knowledge,
skills and inspiration to succeed in their
chosen path.

Strategic Plan

The strategic plan is the pathway for the
achievement of the college's mission of
student access and success through the
alignment of the human, fiscal
and physical resources.



Strategic Plan

(FY 2017 – 2020)

Strategic Goal: Access

- 1. Foster a welcoming and collaborative culture for students and community**
–welcoming and inclusive culture, open-access environment for all; partnering with high schools, career centers, universities, businesses, government entities, and community organizations; synergistic and streamlined processes; prior learning assessment
- 2. Provide affordable and viable learning opportunities**
–in high demand and emerging technologies, and transfer
- 3. Offer effective outreach and delivery**
–outreach centers and activities, face-to-face, online/hybrid, early college, cohort, block scheduling, mobile unit, marketing, recruiting

Access Goal Metrics*

- Full-time enrollment and annualized head count (external OACC benchmark)
- Headcount/FTE credit hours of distance, satellite, early college and cohort (unduplicated)
- Annualized headcount of adult (≥ 25), Pell-eligible, minority or developmental (external OACC benchmark)
- Annualized headcount of high school and non-high school new and matriculator students
- Degree and certificate programs no less than 3 years old as ratio of all active degree and certificate programs
- Partnership measures
- Tuition comparison measures
- Financial aid and scholarships measures
- Outreach measures and alternative delivery measures

* **Major Key Performance Indicator: increase access of headcount and credit hours by 1% traditional and 0.5% non-traditional**

Strategic Goal: Success

- 1. Support and guide student goal development and achievement**
–state success factors: course completion, term to term, year to year, and degree completion; transfer; certificates; licensures; pass rates; internships; career preparation; jobs; financial aid and scholarships
- 2. Foster a student-centered inclusive learning environment inside and outside the classroom**
–academic alert, support services, proactive advising, mandatory orientation, closing success gaps among under-represented and under-resourced students, First Year Experience, tutoring, TRIO, pathways and stackable credentials
- 3. Maintain a culture of excellence**
–quality, high standards of teaching and learning, customer service, value, assessment, actionable data-informed metrics and decisions, continuous improvement, accreditations, program review, honors college, curricular development, student organizations

Success Goal Metrics*

- Number of annual degrees and certificates. Degrees, major certificates and transfers as ratio of FTE, and with demographic risk weights (external OACC benchmark). Spring graduates transferring to a university within a year
- Course-level grade and credit completion, and with demographic risk weight categories, college wide and by program (external OACC benchmark)
- Transfer assurance guide course ratio
- Entering students persisting next fall, graduated or transferred (external OACC benchmark). Fall to next term retention
- Total student success points as ratio of FTE (external OACC benchmark)
- Licensure and certification pass rates for target programs
- Practicum, co-ops, apprenticeships, and internships participation
- College and program accreditation
- Job placement measures and salaries
- One-year and long-term success outcomes for entering fall cohort (graduate, transfer, and still enrolled)
- Graduate and employer satisfaction surveys
- Community college survey of student engagement comparison charts, student success inventory

* **Major Key Performance Indicator: Increase success rate (of graduation + transfer + still enrolled) by 2.5% on each and overall**

Strategic Goal: Resources

- 1. Be a great place to work**
–valuing people, integrity, dignity, civility, trust, fairness, respect, open communication, shared governance, team spirit, work ethics, diversity and inclusivity, accountability, job satisfaction, professional development, safety and security, supportive environment, and well-being
- 2. Manage fiscal resources responsibly**
–revenues, alternative revenues, tuition, state share of instruction, capital fund, fund-raising and endowment growth, grants, efficiencies, balanced budget, adequate reserve, financial aid processes, student debt reduction, institutional debt
- 3. Align and optimize college assets and infrastructure**
–facilities, technology, equipment, space utilization, energy conservation, environmental stewardship, automated processes for present and future needs

Resources Goal Metrics*

- Shared services
- Employee Campus Quality Survey (smallest and largest performance gaps)
- Ohio Department of Higher Education fiscal accountability composite score (external OACC benchmark)
- Total unrestricted revenues and expenses, and reserve. Payroll and benefits costs, and per student FTE
- Foundation change in annual net position (external OACC benchmark), year-ending endowment and grants
- Student term FTE per employee area (external OACC benchmark)
- Plant operation and maintenance cost per FTE (external OACC benchmark), maintenance and repairs per FTE object code
- Centralized technology spending per FTE (external education benchmark); information technology staffing/equipment/software; instructional technology and equipment expenditures; information and communication per FTE

* **Major Key Performance Indicator: increase reserve by 2% and maintain a composite ratio of at least 4.0**