

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

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

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

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



North Central State College

Changing lives. Transforming communities.

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, cost-effective opportunities to students of all ages who seek to learn, grow and thrive. Whether a single course, a certificate program, an associate or bachelor's degree, NCSC aligns technical proficiency, interpersonal skills, and experiential learning to employers' needs.

As education after high school is vital to improve social and economic prosperity in a changing world, NCSC remains the College of value for all.

North Central State College Board of Trustees

Chair, Matthew Smith, M.B.A.
Vice Chair, Dwight McElfresh, Ed.D.
Secretary, Linda S. M. Nelson, M.S., R.N.
Kristin Aspin, M.S.W.
David Bush, M.A.
Mark Masters, C.P.A.
Elisabeth Morando, J.D.
Steven Stone, M.A.
Kimberly Winkle, M.B.A.

NCSC President and President's Staff

Dr. Dorey Diab
President
Lori McKee
Vice President, Business Services
Tom Prendergast
Vice President, Student Services
Dr. Kelly Gray
Vice President, Academic Services
Christine Copper
Vice President, Advancement
Steve Williams
Executive Assistant to the President and Secretary to the Board

NCSC President's Cabinet

Paul Allen	Tom Prendergast
Chris Copper	Melinda Roepke
Dorey Diab	Sara Rollo
Kelly Gray	Amanda Sheets
Doug Hanuscin	Keith Stoner
Toni Johnson	Brandon Stover
Gina Kamwithi	Wendy Thompson
Kevin Kline	Dan Wagner
Lori McKee	Howard Walters
Donna Niederkohr	Steve Williams

www.ncstatecollege.edu

Vision

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

Mission

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

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 2022 – 2024)

Strategic Goal: Access

- 1. Ensure equitable and inclusive outreach and engagement**
–equitable and inclusive culture, open-access environment for all; outreach centers and activities, face-to-face, online/hybrid, early college, cohort, block and flexible scheduling, mobile unit, marketing, recruiting
- 2. Foster a welcoming, supportive, and collaborative culture for students and community**
–synergistic and streamlined processes; prior learning assessment; partnering with high schools, career centers, universities, businesses, government/military/correctional entities, and community organizations
- 3. Deliver relevant and affordable learning opportunities**
–in high demand and emerging technologies, continuing education, workforce development and transfer, financial aid and scholarships, face-to-face, online/hybrid

Access Goal Metrics*

- Applicant yield trends by demographic factors, including CCP
 - Enrollment trends: credit hours and unduplicated headcount overall and
 - By access categories
 - By high-school status
 - By course section modality
 - Comparison to peers where available
 - Affordability: trends and comparison to peers where available for
 - Financial aid recipients and average amounts
 - Tuition amounts
 - Other measures
 - Trends in number of new programs, program levels, and closed programs
 - Trends in number of partnering entities by type
 - Other measures as they become relevant
- * **Major Key Performance Indicator: increase headcount and credit hours by 1% early college, 1% traditional, 2% non-traditional, and 2% minority.**

Strategic Goal: Success

- 1. Support and guide student goal development and achievement**
–success factors: credit accumulation, overall course completion, gateway (math, English) early completion, term-to-term and year-to-year retention, and degree/certificate completion; transfer; licensure pass rates; and jobs placement/internships
- 2. Provide a student-centered, inclusive learning environment inside and outside the classroom**
–academic alert, holistic support and basic needs services, proactive advising, mandatory orientation, closing achievement gaps, First-Year Experience, mentoring, tutoring, TRIO, pathways and stackable credentials; financial aid and scholarships; technical, professional/soft skills in the classroom, and through experiential learning
- 3. Perpetuate a culture of excellence**
–quality, high standards of teaching and learning, customer service, assessment, actionable data-informed metrics and decisions, continuous improvement, accreditations, program review, honors college / programs, curricular development, co-curricular activities

Success Goal Metrics*

- Credit hour (course) completion trends overall and
 - by access categories
 - by department
 - with peer comparisons
 - Student persistence trends: Fall to spring and Fall to next fall overall and cohorts
 - by access categories
 - with peer comparisons
 - Completions trends (degrees, certificates, transfers) overall and
 - by access categories
 - by program/department
 - with peer comparisons
 - Post graduate success trends:
 - Job placement and average salary,
 - University transfer
 - Licensure and Certification pass rates as applicable
 - Student (and other stakeholder) engagement and satisfaction trends
 - Survey results re: engagement and satisfaction as available
 - Participation in practicum, co-ops, apprenticeships, and internships
 - College Quality measures
 - Transfer assurance guide (TAG) and Ohio Transfer 36 and C-TAG approval
 - College and program accreditation
- * **Major Key Performance Indicator: Increase 3-year success rate (graduation 2%, transfer 1%, still enrolled 1%); and minority and adult persistence from fall-to-fall by 2%.**

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 ethic, flexibility, diversity, equity and inclusivity, accountability, job satisfaction, professional development, safety and security, supportive environment, and well-being
- 2. Secure and Manage fiscal resources responsibly**
–revenues, alternative revenues, tuition, state share of instruction, capital fund, fund-raising and endowment growth, grants, scholarships, efficiencies, balanced budget, adequate reserve, financial aid processes, student debt reduction, institutional debt
- 3. Optimize college assets and infrastructure**
–facilities, technology, equipment, space utilization, energy conservation, environmental and financial stewardship, process optimization and automation

Resources Goal Metrics*

- Human Resources Trends:
 - Comparison of staff and faculty diversity to that of service area
 - Employee satisfaction (survey results as available)
 - Fiscal Resource Trends
 - Ohio Department of Higher Education fiscal accountability measures (Trends)
 - Comparisons to peers
 - Costs per student FTE with peer comparisons
 - Total financial aid awards
 - Shared services (personnel, utilities, grounds, space utilization)
 - Foundation annual net position, year-ending endowment, and grants
 - Facilities and Information Technology Infrastructure
 - Reduction of carbon footprint from space optimization and use of electricity, gas and recycling
 - Investment in information technology to provide access through broadband capacity, wireless connectivity, mobile apps, and cyber security attack prevention
- * **Major Key Performance Indicator: increase reserve by 2% and maintain a composite ratio of at least 4.0.**