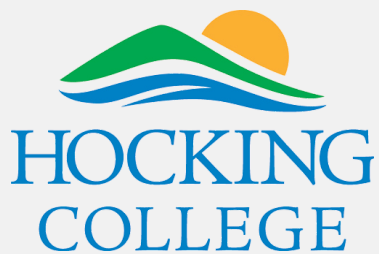


# A Place For Everyone

Strategic Plan 2022 - 2027

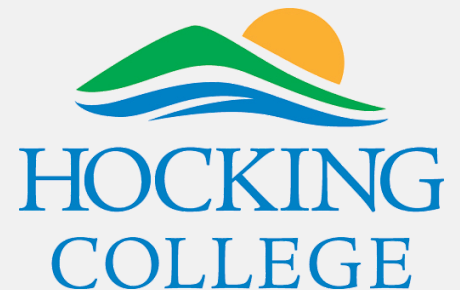




# Table Of Contents

---

Letter.....	1
Letter.....	2
Board of Trustees.....	3-4
Mission and Vision.....	5-6
College Values.....	7-8
Purposes.....	9-10
Institutional Outcomes.....	11-12
Strategic Action Plan.....	13-14
Strategic Priorities.....	15-16
Institutional Initiatives.....	17-19



# Thank You



Dear Hocking College Community:

As Chairperson of the Hocking College Board of Trustees, I remain deeply grateful to all the members of the Board of Trustees for their service, and their dedication to advancing the mission of Hocking College. The strategic priorities and institutional initiatives in this Strategic Plan are the result of comprehensive conversations drawing on insights from our community, our students, our faculty and staff, and members of the Board of Trustees.

I am proud of how well Hocking College has come through the worst phases of the pandemic. Our students, and our faculty and staff, are to be commended for their resilience these past several months, and I thank them all for their sustained dedication to the education of students and the economic development of the region.

I want to thank President Young and all the members of the Hocking College community for their participation in discussions that have led to this Strategic Plan.

Sincerely,

Ben Mitchell  
**Chairman of the Board of Trustees**  
Hocking College

# A Good Life



Dear Hocking College Community:

What is it we all have in common? We desire a “good life” as we each define what that means. I am proud of the many programs, co-curricular, work-college opportunities, apprenticeships, short-term certificates and pathways Hocking College has created to prepare students for a good life beyond college. My family and I have benefited from the Ohio system of higher education which fuels my passion to bring those opportunities to others who want their good life.

This strategic plan has been developed with input from our campus and local community to guide our priorities over the next five years. The pandemic, technology, social issues, changing demographics, shifting attitudes about education and job markets are among the factors that are influencing our future. The pace of change has continued to increase challenging us to think about new delivery modes, relevant programming, student needs and what our industry will look like in the near future.

I am grateful to the Hocking College community for engaging in the many strategic planning conversations we have had in 2021 and the continuous improvements we have made under the previous plan, Beyond The Horizon 2017-2022. Our graduates are experiencing multiple job offers and success in their chosen career fields. We are that pathway to prosperity for those who seek to learn as our mission states. With the desire for a successful life and career beyond college and a strong work ethic the future of a Hocking College graduate is filled with great opportunity for a good life.

As the job market has evolved so has the programming at Hocking College remaining relevant to our community and our employers. The employer based advisory committees for each of our programs provides the real-time input into curricular changes to assure our students are ready for work when they graduate. Hocking College provides a guarantee for all graduates in their first year of employment beyond college to assure employer satisfaction. Our receiving four-year partners find our transfer students to be well prepared for their next steps and we have the satisfaction of knowing we have saved those students thousands of dollars by choosing Hocking College for their gateway to higher education. Our College Credit Plus students who are currently in high school and taking college classes, likewise, have saved over a million dollars annually by taking dual credit courses and building their pathway to a good life.

Each year, throughout this plan, we will renew this plan with initiative development and assessment to assure we stay on track with our priorities and are meeting student needs. Thank you to the Trustees of Hocking College, our faculty, staff and students and our community for your input. Together we will be stronger and together we will live a good life.

Sincerely,

Betty Young, PH.D, JD., LLM  
**President**  
Hocking College



# Board of Trustees

---



**Ben Mitchell**

Chairman



**Mike Budzik**

Vice-Chairman



**Jeanette Addington**  
Trustee



**Gerry Bird**  
Trustee



**Stuart Brooks**  
Trustee



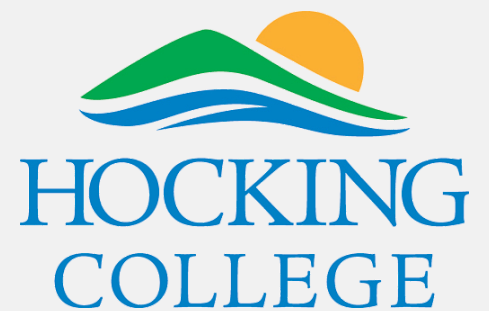
**Leon Forte**  
Trustee



**Jessica Hoag**  
Trustee



**Alan McMillan**  
Trustee



# College Mission

*We serve as a pathway to prosperity, teaching and inspiring all who seek to learn, growing careers and changing lives.*



# Vision

The Hocking College Board of Trustees, administration, faculty and staff share a vision that honors the Hocking College legacy of innovation and creativity: delivering relevant programs in high-demand career pathways including transfer programs. Hocking College will be a partner and a leader in regional economic development to address social and economic disparity and provide upward mobility to those we serve. We aspire to provide an affordable comprehensive college experience with opportunity for development of the mind, body and spirit in an inclusive atmosphere for those who seek a relevant world-class and hands-on experiential learning experience in a caring, supportive and nurturing environment.





# College Values

## EXCELLENCE IN EDUCATION

We value experience-based learning, student success and development both inside and outside the classroom. We are committed to student leadership, academic completion, career readiness, job placement and maximizing transfer credit.

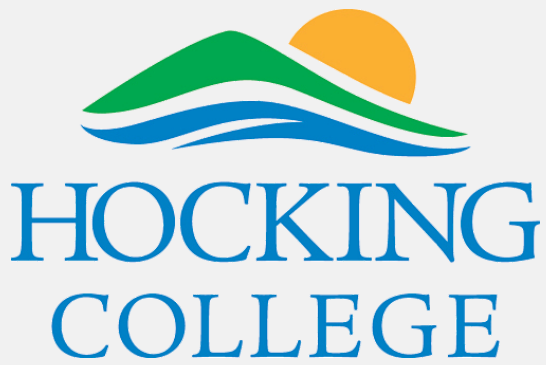
## CONTINUOUS IMPROVEMENT AND INNOVATION

As we teach, so shall we learn. We value a quality learning and working environment through the development of data-informed processes and a climate that fosters creativity. We seek to discover best practices to serve our students in excellence.

## RESPONSIVE AND RELEVANT PROGRAMMING

As a dynamic and evolving institution, we value innovating with partners in economic development and higher education to provide experience-based, entrepreneurial, responsive and relevant opportunities for our students to learn and grow, and to cultivate expertise toward their future careers, and to develop their transfer opportunities.





## **COMMITMENT TO COMMUNITY**

We value an environment that encourages input from our students, our community and each other. We foster a culture of collegial community, both within Hocking College and in the society we inhabit. We value local, state, national and international, new, continued and renewed partnerships that unite the campus and community. Service learning and entrepreneurship are integral aspects of student success and encourages the pursuit of the greater good for our world.

## **ACCESS AND COMPLETION**

As an open-access institution, we value our entire student population: the career-focused student, the transfer student, the early access grade 6-12 student and the lifelong learner. We are committed to providing opportunities for all those seeking an education and providing supportive services to enhance the learning experience leading to skill development, certificate and degree completion.

## **WELL-BEING**

We value optimizing the benefits of learning by appreciating the whole person, and advancing the authentic learning of all aspects of balanced well-being, including physical, psychological, spiritual, financial, social, cultural and personal well-being.

## **DIVERSITY AND INCLUSION**

We commit Hocking College as a place of belonging where all people are welcome and engaged. We celebrate and learn from the cultures and identities of the world. We advance a more equitable, inclusive and just world where everyone can flourish and learn.

# Purposes

Hocking College serves seven specific purposes, which as an institution of higher education is dedicated to fulfilling in furtherance of the mission.

## **TECHNICAL CAREER PREPARATION AND ENHANCEMENT**

We provide hands-on technical education that prepares learners to be successful in the workplace. Learning opportunities prepare individuals with specific knowledge, skills and attitudes for entry-level technical positions and for career advancement. Academic, professional and government standards are utilized to measure success.

## **GENERAL EDUCATION**

Our General Education Program is built on the belief that general education is essential to all work and participation in local and global societies. General knowledge, skills and attitudes, known as Institutional Outcomes, have been adopted. These represent minimum expectations for a college-educated adult. Institutional Outcomes are woven into and assessed throughout the curriculum.

## **STUDENT DEVELOPMENT**

We will support intentional co-curricular high-impact experiences where students can integrate their academic, personal and career development through meaningful campus/community partnerships. Holistic growth and development of learners will be promoted in college residence halls, athletic programs, college work programs, in policies & procedures, and the Academic Success Center to help develop students for a life of success beyond college.

## **TRANSFER**

We collaborate with other institutions of higher education and with high schools to facilitate students' smooth passage between institutions. The transfer module, associate of individualized studies, applied associate degrees and transfer agreements with other institutions of higher education provide pathways for transfer of programs and courses.

## **COLLEGE READINESS**

We are committed to providing dual credit within high schools, accelerating the students' time to degree and reducing financial stress for students and their families. We are committed to creating an environment of learning and academic support that helps students to persist, and develop the confidence and skills to succeed.

## **ECONOMIC DEVELOPMENT**

We will help enhance the economic vitality of the community by providing customized education and training for local employers and organizations, and by collaborating with other institutions of higher education and community partners to recruit new employers to the area. We will work actively with advisory groups, local, regional, national and international organizations to assist with business development and economic expansion.

## **LIFELONG LEARNING**

We are a learning community committed to enhancing and enriching each of our community members through diverse educational opportunities offered throughout their lives. We foster learning as a continuous journey toward increased empowerment for students, staff, graduates and all other members of our extended community.



*These Institutional Outcomes have been adopted as expectations for success beyond College.*

# Institutional Outcomes

- 1** Demonstrate sound critical thinking, information literacy and technological competency in the production of academic writing and presentations
- 2** Apply the methods of mathematical, statistical or analytical reasoning to critically evaluate data, solve problems and effectively communicate findings.
- 3** Demonstrate an awareness of the social, political and economic forces which shape individuals, institutions and communities in the modern world.
- 4** Understand social justice and the diversities and complexities of the cultural and social world past and present, and come to an informed sense of self and others.
- 5** Demonstrate a foundation of knowledge in the natural sciences based on theory and laboratory skills.
- 6** Cultivate ethical values, personal wellness and personal learning strategies in the development of the whole person, mind, body and spirit.
- 7** Integrate content material to application in the workforce and apply discipline-specific knowledge and skills to successfully transfer or effectively meet the expectations of internships, workplace, volunteerism and/or entrepreneurship endeavors.



# Strategic Planning Process

2022 - 2027

## BACKGROUND & PLAN DEVELOPMENT

**1** The Strategic plan for Hocking College is grounded in our values, purposes and traditions of the College, which help define the mission specific to the community we serve. Hocking College developed its Strategic Priorities through a collaborative process, which will be translated into action, resource allocation, and result in Institutional Initiatives for each academic year from 2022 through 2027.

**2** The plan was developed over several months with the intentional inclusion of all constituent groups - students, faculty, staff, administrators, community and the Board of Trustees. The first step was to review the previous plans, mission, values and current status of programs and projects that affect the future of the College. Next, a survey was developed to solicit specific information about the strategic issues relevant to the various constituent groups. Over 200 students participated in this survey. In addition, all faculty and staff and a wide range of community members were surveyed.

**3** In addition to the surveys, a series of strategic conversations were scheduled for the Board of Trustees and for faculty and staff, beginning with questions about challenges on the horizon for higher education in general and Hocking College in particular, specific opportunities available to the College, and finally how the College can adapt to succeed in the next five years.



**4**

The planning process resulted in a set of annual Institutional Initiatives for the coming academic year. These initiatives will be reviewed and revised each year of the Strategic Plan period of 2022-2027.

**5**

On February 17th, 2022 the Board of Trustees approved the Hocking College Strategic Plan for 2022-2027.



# Strategic Priorities

The following priorities are a result of the strategic planning process:

## **PRIORITY 1: Teaching and Learning; Graduating Citizens of the World**

Building on the Hocking College legacy of world-class innovative hands-on experiential teaching and learning to develop relevant workplace, academic and life skills providing a pathway to prosperity in an interconnected society on a journey that is a fulfilling life.

## **PRIORITY 2: Regional Development for Prosperity**

Building on the legacy of innovation, relevance and resilience fostering new market economies in collaboration with community partners. Hocking College will emerge as a regional leader strengthening ties to communities we serve, joined together by a shared vision, passion and purpose to improve the number of individuals earning post-secondary credentials, provide pathways fostering regional economic development, entrepreneurship, upward mobility and reducing generational poverty.

## **PRIORITY 3: Foster a Culture of Shared Responsibility and Accountability**

In a performance-based funding model and market driven economy, Hocking College will hold itself accountable continually improving institutional and individual performance. We will provide the Hocking Advantage in customer service to students and each other. We will use performance indicators and benchmark to relevant standards leading to improved performance, efficiency and stewardship of resources.

## **PRIORITY 4:** Engagement and Enrollment Optimization

Enrolling diverse student populations in certificate, degree, life-long learning, dual credit, workforce development and special interest programming to meet educational and regional development needs. Supporting veteran and current military personnel and their families' success as a veteran friendly institution. Engage all stakeholders in delivery of the Hocking College mission and strategic priorities. A key performance indicator will be our ability to deliver educational value retaining students to completion with exemplary student and employer or transfer institution satisfaction.

## **PRIORITY 5:** Sharing our Story

Demonstrating to the region and the world the advantages of a Hocking College education. Enhance our reputation as a world-class college of first choice, an affordable college experience with excellence in academic and career programs in a kind, caring and nurturing environment that places our student's success first. We will advocate for students, resources and policies to improve our ability to deliver on the mission.

## **PRIORITY 6:** Diversity, Equity and Inclusion

Sharing a commitment to a more diverse, equitable and inclusive world for everyone, we will actively advance a campus environment that celebrates our differences and invites contributions that reflect the diversity of our community. We will expect fairness and respect for each person, and we will teach and learn from each other how to live together in our multicultural world.



# Institutional Initiatives

2022 - 2023

## INITIATIVE ONE

To strengthen our organizational culture of caring for students and their success, we will expand institutional practices and the support infrastructure to predict and respond to instances that jeopardize student academic and behavioral success. We will clarify responsibilities and procedures for real-time intervention and continued support to promote student success.

## INITIATIVE TWO

To prepare students for success beyond college, we will develop a comprehensive program of intentional offerings with opportunities to learn and practice professional skills for the workplace, with the goal of graduating on time, with multiple job offers and/or transfer plan, and a plan for financial independence.

## INITIATIVE THREE

To continue to refine our institutional capacity for teaching, we will develop and implement a comprehensive faculty evaluation model for continuous improvement and continuing professional development for faculty.

# Institutional Initiatives

2023 - 2024

## INITIATIVE ONE

To strengthen our organizational culture of caring for students and their success, we will expand institutional practices and the support infrastructure to predict and respond to instances that jeopardize student academic and behavioral success. We will clarify responsibilities and procedures for real-time intervention and continued support to promote student success.

## INITIATIVE TWO

To prepare students for success beyond college, we will develop a comprehensive program of intentional offerings with opportunities to learn and practice professional skills for the workplace, with the goal of graduating on time, with multiple job offers and/or transfer plan, and a plan for financial independence.

## INITIATIVE THREE

To continue to refine our institutional capacity for teaching, we will develop and implement a comprehensive faculty evaluation model for continuous improvement and continuing professional development for faculty.

## INITIATIVE FOUR

To innovate our academic offerings, we will develop, implement, and evaluate new course delivery models in selected academic areas that more effectively meet individual learning, utilize instructional design, apply competency assessment and technology tools, and facilitated learning communities.



# HOCKING COLLEGE







# HOCKING COLLEGE

## **Hocking College**

3301 Hocking Parkway  
Nelsonville, OH 45764

[WWW.HOCKING.EDU](http://WWW.HOCKING.EDU)