

# Beyond *the.* Horizon

Strategic Action Plan for 2017-2022



# Facing our Challenges



As Chairperson of the Hocking College Board of Trustees, let me express my thanks to all members of the Board for their volunteer service to the advancement of Hocking College and its role in the economic prosperity of the region. This strategic action plan for 2017-2022 is the result of significant input from the community, our Board, our administration and the campus community to assure continued advancement of our mission.

While the challenges faced by Hocking College are indeed formidable, we have created this strategic plan to not only face those challenges but ultimately to achieve success. Hocking College exists to change lives. We do that by providing a pathway for our students by teaching and inspiring them. That is our mission.

Higher education institutions across the country are faced with an environment of declining economic opportunities and declining enrollment. Hocking College will meet those challenges by becoming a world class educational institution, with hands-on experience and relevant workplace skills.

To fully be competitive, Hocking College must hold itself accountable by continuous improvement and performance. We must also look for new opportunities to build a diverse student population, such as supporting our veterans and current military by informing them of the advantages offered by Hocking College.

Finally, we must do a better job of telling the world our story. The many Hocking College success stories and the testimonies of our alumni are emblematic about the experience, quality and effectiveness of a Hocking College education. Hocking College is positioned to seize the opportunities that offer us a chance to accomplish our priorities and grow Hocking College. We honor our legacy of innovation and quality education in a nurturing and caring environment. We embrace new technology, learning modalities, and changing populations we serve and recognize our need to change to remain relevant in serving many generations to come.

The stories that celebrate the unique identity of our region are personal and deeply felt. They are a reflection of an institution that serves a diverse population seeking higher education for many individual purposes as well as for the common good of our communities, our state and our country.

Sincerely,

**Tom Johnson**  
*Chairman of the Board*  
*Hocking College*

# The Future and Beyond



## Dear Hocking College Community:

I want to thank everyone who participated in the strategic planning process. Now is the time to engage, act, and evaluate our progress as we create the future we desire. Over the past few years we have spent much of our time rebuilding Hocking College in a rapidly changing higher education environment. I am proud of the work our faculty, staff and administrators have done to achieve the financial stability and excellence in programming that is part of the “Hocking College Advantage”.

To our students, we want you to know that we need you, the community you hail from, the state, the United States of America. We need you to achieve middle-class and upward mobility to keep our country great. We are dedicated, at Hocking College to helping you achieve the same success our many alumni have over the past nearly 50 years.

This plan “Beyond the Horizon” Strategic Action Plan 2017-2022 and mission documents will provide guidance to Hocking College over the next five years. As we work together, supporting each other and our students, aligning our wills to accomplish our goals, we will also celebrate together knowing that it is not the effort of a sole individual that achieves greatness rather, it is the combined effort of those unified in a single purpose as our mission statement begins “We Serve.”

One of our strategic priorities includes “Regional Development for Prosperity”. We need our students to develop the knowledge and skills to become productive citizens and the ability to achieve upwardly mobility. Too many people in the Appalachian region and cities across the country have suffered from generational poverty. Hocking College is committed to providing a pathway to prosperity. A quality and relevant education is the single greatest advantage we can offer to the region and to the world.

Hocking College provides a unique comprehensive educational experience including the highest quality career and transfer programs, on campus housing, campus life, intercollegiate athletics, clubs and organizations serving the special interests of our student population. Our mission begins with “We Serve” our programs include service learning to further develop the knowledge and skills of our students in their chosen field of study and providing the opportunity for them to make a difference in service to our communities.

As gaps are identified between our vision, strategic priorities and current state we will further develop initiatives and allocate resources to achieve these priorities over the next five-years. We welcome your participation with us as a student, faculty or staff member, employer of our grads or other member of our larger community. You too can be a part of the Hocking College Advantage.

Sincerely,

A handwritten signature in black ink that reads "Betty Young". The signature is written in a cursive, flowing style.

**Betty Young, Ph.D., JD., LLM**

*President*



# Board of Trustees



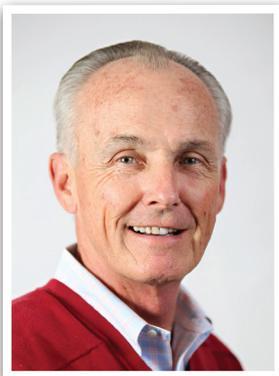
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# College Mission

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



# Vision

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 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 of the classroom. We are committed to student completion, job 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 building and reinforcing relevant, experience-based programming, allowing our student body to engage in an exploration of their future careers or transfer to other institutions. Our flexibility allows for the responsiveness necessary to develop and maintain programs that meet specific workforce demands and transfer needs through our partnerships in economic development and higher education.

## Commitment to Community

**We value an environment that encourages input from our students, our community and each other.** We foster a culture of community, both within the bounds of Hocking College and in the society in which we work and live. We value local, state, national and international, new, continued and renewed partnerships that unite the campus and community. Service learning is an integral part of student success and encourages us to keep our thoughts trained to the greater good of our decisions.

## Accessible and Completion

**As an open-access institution,** we value our entire student population: the career-focused student, the transfer student, the early access 6-12 grade 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.

## Diversity and Inclusion

**We commit Hocking College as a place of belonging** where all people feel welcome and included. We celebrate and learn from the culture and ethnicities of the world, with a commitment to respectfulness and inclusion for all individuals, including our veterans and active duty military and their families, those of all races, religions, sexes, ages, orientations, ideologies and physical challenges.



## *Purposes*

Hocking College has 7 specific purposes, which as an institution of higher education and learning is dedicated to fulfilling in furtherance of the mission.

### Technical Career Preparation and Enhancement

**The College provides 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 or for career advancement. Academic, professional, and government standards are utilized to measure success.

### General Education

**The College's 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 Success Skills, have been adopted. These represent minimum expectations for a college-educated adult. Success Skills are woven into and assessed throughout the curriculum.



## Transfer

**The College collaborates 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 facilitate the transfer of programs and courses.

## College Readiness

**The College is committed to providing dual credit within high schools** accelerating the students time to degree. The College will provide additional preparation for college-level work and support services for under-prepared students. These programs provide increased persistence and completion as students develop the confidence and skills to succeed.

## Economic Development

**The College enhances the economic vitality of the community** by providing customized education and training for local organizations and by partnering with other institutions of higher learning and chambers of commerce to recruit new employers to the area. The College works actively with advisory groups, local, regional, national, and international organizations to assist with business development and economic expansion.

## Lifelong Learning

**The College is a learning community** committed to the enhancement and enrichment of each of its community members through diverse educational opportunities offered throughout their lives. The College fosters learning as continuous journey toward increased empowerment for students, staff, graduates, and all other members of its extended community.

## Co-Curricular Education

**The College demonstrates its commitment** to enrichment of the whole learner through the support and delivery of co-curricular programs directed toward personal and career enhancement. Holistic growth and development of learners is promoted in college-managed residence halls, athletics, Academic Success Center, co-curricular programming and the Student Center, which are living/learning centers.



# *Commitment to Diversity*

The mission of Hocking College is enriched by the students, faculty and staff who bring diverse experiences and backgrounds to our campus.

Hocking College is committed to fostering an inclusive environment where the individual differences among us are understood, respected, recognized as a source of strength and valued as qualities that enrich the environment in which we work.

Hocking College believes that diversity is a matter institutional integrity and plays an integral role in educational excellence. Students learn better in a diverse educational environment, and are better prepared to become active participants in a global society.

Our institutional commitment to diversity is made visible through celebration, opportunities for introspection and artistic expression. It is a commitment that never ends, an open and ongoing dedication to creating an environment within which all individuals are included, feel safe, valued and welcome.

Hocking College expects all members of our campus community to promote this vision as fully and conscientiously as possible.

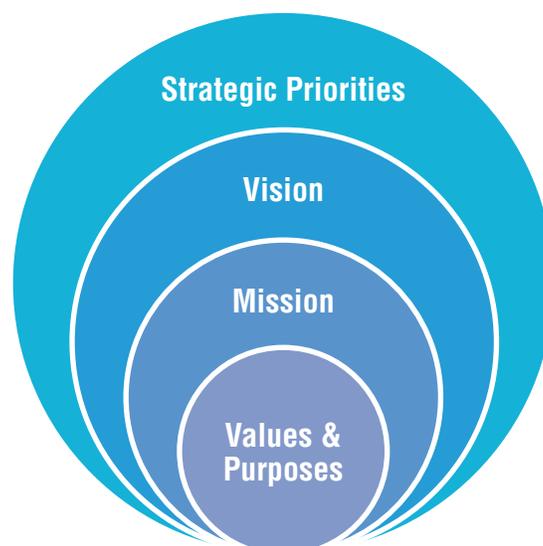




# *Strategic Action Plan 2017-2022*

## 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 develop its Strategic Priorities through a collaborative process, which will be translated into action, resource allocation, and results for the academic years 2017 through 2022.



**2. The plan was developed over several months** with the intentional inclusion of all constituent groups — students, faculty, staff, administrators, community, and the Board. The first step was to review the previous plans, mission, vision, values, and current status of programs and projects that affect the future of the college. Next, a survey was developed to solicit information about the strategic issues relevant to the various constituent groups. Over 500 students participated in this survey. In addition, nearly 300 faculty, staff, administrators, and community leaders provided significant input. The information from these constituencies were then analyzed and synthesized into six major categories that are the responsibility of various functions:



**3. The data from the survey were refined** through a qualitative process into five strategic priorities that were reviewed by the Board of Trustees. Out of this process several refinements were made and a new mission statement approved.

**4. The Partnership, campus shared governance,** was presented the new mission, vision, and strategic priorities for final comment and input. The information provided by the Partnership was used to polish the strategic priorities for final presentation to the Board of Trustees.

**5. On December 13, 2016 the Board of Trustees** approved the Hocking College Strategic Plan for 2017-2022.

**6. The final step in the strategic process** is to identify specific gaps in achieving the strategic priorities, develop actionable plans that will be implemented to achieve the priorities, assign specific functions and college leaders the responsibility for the actions, and creation of the evaluation criteria to measure success. These actionable items will inform the budget process and resource allocation will support strategic priorities.



## 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.



**Hocking College**  
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