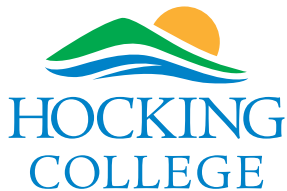




We Are One Hocking

2010-2015 { strategic plan }





goal 1: { we serve }

Hocking College will fulfill its mission by managing educational programming and systems of student support for both traditional and non-traditional student populations.

Major Initiatives

- Expand educational programming and services for military personnel and families, and veterans
- Provide training services to the region's existing workforce and employers through an Office of Workforce Development
- Respond to the needs of regional and national employers through placement research and labor needs analysis
- Expand educational services to regional high school students through Post Secondary Education Option and dual enrollment
- Foster transfer opportunities for students in the Associate of Arts (AA), Associate of Science (AS), and Ohio Transfer Module (OTM) program options
- Expand international student recruitment and study abroad efforts
- Optimize recruitment and admission efforts through the creation of a new college website
- Ensure greater levels of student persistence, retention and completion through effective student intervention and support services
- Expand community and continuing education opportunities for the life-long learner
- Actively recruit under-represented minorities





goal 2: { we plan }

Hocking College will employ a campus-wide system of planning at strategic, master and operational levels to create an environment of data-informed decision-making and continuous improvement.

Major Initiatives

- Create a comprehensive online repository for Board and Administrative policies
- Create a Master Facilities Plan that addresses space utilization, capital projects, acquisitions and dispositions of all properties
- Create a Master Technology Plan that addresses increasing infrastructure needs, business continuity measures, security, and improved reporting capability
- Create a Master Enrollment Management Plan that emphasizes effective marketing, admissions and retention strategies
- Explore recognized campus status for the Hocking College Energy Institute with the Higher Learning Commission
- Build a financial monitoring and forecasting system to assess the long-term growth of financial reserves, fee revenue structures, and viability of all auxiliary business units
- Establish an annual budgetary development process that reflects transparency, participation and sound financial stewardship
- Establish a Master Academic and Student Affairs Plan that provides direction to all other master planning processes
- Establish a Master Diversity Plan that promotes the One Hocking campaign through celebration, introspection, and the physical expression of multiculturalism





goal 3: { we educate }

Hocking College will provide broad opportunities in educational and training options to assist students in meeting their educational goals for both degree-seeking students and the region's incumbent workforce.

Major Initiatives

- Convert our academic schedule from a quarter system to semesters
- Explore opportunities for new programs of study in the STEM disciplines (i.e., Science, Technology, Engineering, Mathematics, and Medicine) and Advanced Energy Production and Sustainable Agriculture
- Evaluate the viability and quality of each academic program through periodic program reviews
- Successfully maintain full accreditation from the Higher Learning Commission
- Develop an online learning plan that addresses the assessment of existing coursework, and the exploration and expansion of online and digital content delivery (e.g., online, e-books, hybrid, and asynchronous instruction) across the curriculum
- Optimize enrollment and utilization of the Perry Campus, and the off-campus sites at Lake Snowden and Logan



goal 4: { we learn }

Hocking College will become a center of learning in which students, staff, and faculty are all encouraged to lead a life of learning for the purposes of career advancement, professional development, personal enrichment, and institutional improvement.

Major Initiatives

- Establish an ongoing, accessible, and responsive institutional research agenda through the Office of Institutional Research and Planning to promote institutional effectiveness and continuous improvement
- Employ the use of business intelligence and institutional dashboards to enhance data-informed decision-making
- Enhance professional development opportunities college-wide
- Implement best practices in performance evaluations for all College employees
- Evaluate the impact of our student Success Skills assessment program on curricular improvement efforts and graduate success





goal 5: { we engage }

Hocking College will strengthen existing partnerships and create new alliances to better serve its constituents at the local, regional, state, national and international levels.

Major Initiatives

- Foster collaborative partnerships with other institutions
- Facilitate new opportunities for student and employee participation in decision-making
- Participate in local and national efforts to infuse sustainability theory and practice across curricular, co-curricular and operational divisions
- Reinvigorate the College Foundation and establish new relationships with donors, alumni, granting agencies, vendors, businesses and college retirees
- Partner with public and private granting agencies to secure new sources of funds for campus initiatives and programs
- Expand opportunities for students, staff and faculty to participate in service learning and civic engagement activities

Hocking College { planning model }

The following information identifies the plans specified in the One Hocking Strategic Plan. Each of the four levels of planning differs in purpose, scope, goals and participation.



| | | | |
|-------------------|---|--------------------------|--------------------------------|
| External Plans | Higher Learning Commission Criteria, University System of Ohio Strategic Plan and the Board of Regents Success Points | | |
| Strategic Plan | "We Are One Hocking" 2010 – 2015 Strategic Plan | | |
| Master Plans | Master Academic Plan | | |
| | Master Enrollment Management Plan: Marketing, Recruitment, Retention | | |
| | Master Technology Plan | | |
| | Master Facilities, Land Management and Grounds Plans | | |
| | Affirmative Action Plan / Master Diversity Plan | | |
| Operational Plans | Academic Programs | Early Learning Center | Marketing and Communications |
| | Recruiting and Admissions | Business Office | Campus Safety |
| | Financial Aid | Bookstore | Office of Educational Outreach |
| | Career Services | Food Services | Hocking College Foundation |
| | Counseling and Student Judiciary | Military Education | High School Programs |
| | Cashier and Records Office | Office of Sustainability | Student Life |





mission { statement } Hocking College provides a unique, innovative, and quality education in a supportive experience-based learning environment, preparing students for employment and transfer education opportunities, while teaching the value of lifelong learning, promoting diversity and developing citizens who are engaged in their local and global communities.

{ vision } Hocking College will be an exemplary learning community that creates a culture of high-quality learner-centered education, dynamic educational change, and community and economic responsiveness.

{ values }

Excellence in Education

We value experience-based learning, student success and development both inside and outside of the classroom.

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.

Stewardship and Accountability

We value stewardship of the resources with which we have been entrusted. We value acting in a fiscally responsible way, placing accountability and transparency as the cornerstone of each action. Integrity is the backbone of our decision-making, built on mutual respect. Sustainability is ingrained in our planning and reinforces our caretaking of the environment for today and for the student body of our future.

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 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

As an open-access institution, we value our entire student population: the career-focused student, the transfer 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.

Diversity

We celebrate and learn from the cultures and ethnicities of the world, with a commitment to respectfulness for all individuals, including those of all races, religions, sexes, ages, orientations, ideologies and physical challenges.





{ purposes }

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 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, high schools and career centers 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.

Developmental Education

The College is committed to providing access to those learners who need additional preparation for college-level work. Learners begin their course work at appropriate developmental levels and progress to levels of competence needed for career success. They acquire the confidence and skills to succeed.

The College encourages learners to take selected hands-on technical courses prior to or simultaneously with the developmental course work.

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 areas. The College works actively with advisory groups and 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 a 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, which are living/learning centers.





2010-2015
{ strategic plan for Hocking College }

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