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 appreciative 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.

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

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 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.
1. **Foster a welcoming, supportive, 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

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**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 headcount and credit hours by 1% traditional and 0.3% non-traditional year over year

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**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). Spring graduates transferring to a university within a year
- Transfer assurance guide course ratio
- Practicum, co-ops, apprenticeships, and internships participation
- Licensure and certification pass rates for target programs
- Total student success points as ratio of FTE (external OACC benchmark). Spring graduates transferring to a university within a year
- 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 year over year

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**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)
- Total unrestricted revenues and expenses, and reserve. Payroll and benefits costs, and per student FTE
- 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
- 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 year over year