

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

We value our students.

We are committed to an exceptional learner-centered environment that is caring, supportive, inclusive, accessible, and affordable.

We value our employees.

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

We value our communities.

We are committed to an engaging environment and partnerships that are innovative, responsive, and impactful.



North Central State College

Changing lives. Transforming communities.

North Central State College (NCSC) is exceptional among higher education institutions in providing high quality, affordable opportunities to people who seek to learn, grow, and thrive. NCSC program offerings align technical proficiency, interpersonal skills, and experiential learning to employers' needs.

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

NCSC President and President's Staff

- Dr. Dorey Diab
President
- Christine Copper
Vice President, NCSC Foundation & Development
- Dr. Kelly Gray
Vice President, Academic & Student Services
- Doug Hanuscin, *Executive Director, Human Resources, Labor Relations & Organizational Development*
- Lori McKee
Vice President, Business Services
- Tom Prendergast
Executive Director, Strategic & Institutional Transformation
- Keith Stoner
Executive Director, Marketing, Public Relations & Creative Services
- Steve Williams
Executive Assistant to the President & Secretary to the Board

NCSC President's Cabinet

- | | | |
|---------------------|------------------|----------------|
| Christy Abercrombie | Steve Haynes | Sara Rollo |
| Chris Copper | Laurie Jackson | Keith Stoner |
| Leesa Cox | Toni Johnson | Brandon Stover |
| Dorey Diab | Anthony Johnston | Wendy Thompson |
| Monica Durham | Lori McKee | Dan Wagner |
| Kelly Gray | Penelope Parmer | Steve Williams |
| Doug Hanuscin | Tom Prendergast | |
| Timothy Hawes | Patricia Ratliff | |

www.ncstatecollege.edu

Vision

North Central State College changes lives and transforms communities through exceptional and affordable education within a caring environment for continuous learning.

Mission

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

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 2025 – 2027)

Strategic Goal: Access

1. Deliver affordable and relevant learning opportunities

–in high demand and emerging technologies, continuing education, workforce development and transfer, financial aid and scholarships, face-to-face, online/hybrid

2. Ensure equitable and inclusive outreach and engagement

–equitable and inclusive culture, open-access environment for all; community activities, face-to-face, online/hybrid, early college outreach & activity, cohort, block and flexible scheduling (day, evening, certificates, associate and baccalaureate degrees), mobile unit, marketing, recruiting

3. 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

Access Goal Metrics*

- Affordability: trends and comparison to peers where available for
 - Financial aid recipients and average amounts
 - Tuition amounts
 - Course book savings using OER
- Applicant yield trends by demographic factors, including CCP
- Disaggregated enrollment trends:
 - Credit hours and unduplicated headcount
 - Program enrollment trends
 - Comparison to peers where available
- 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 2% early college, 1% traditional, 2% non-traditional, and 5% minority.*

Strategic Goal: Success

1. Support early career guidance, student goal development and achievement

–success factors: career planning & advising, 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, and 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, and relevant program offerings

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 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 (including gateway English and Math)
 - with peer comparisons
 - credit accumulation of 12, 24, 36 hours for full-time and part-time
- Post graduate success trends:
 - Job placement and earnings - grads vs. high school
 - University transfer
 - Program debt to earnings ratio
 - 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-spring by 2% and 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, inclusivity, accountability, job satisfaction, professional development, safety and security, supportive environment, total compensation and benefits, 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, institutional debt

3. Optimize assets and infrastructure

–facilities, technology, equipment, space utilization, energy conservation, environmental and financial stewardship, processes, automation, and adaptability

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)
 - Costs per student FTE
 - 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 solutions, and cyber security attack prevention

* *Major Key Performance Indicator: maintain a reserve above that of our peers, maintain a composite ratio of at least 4.0, and have an SSI share greater than FTE share.*