

A Place For Everyone

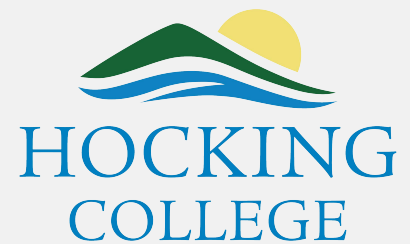
Strategic Plan 2022 - 2027

Revised 2024



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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



Shaun North
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Trustee



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Trustee

College Mission

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



Statement of Commitment

At Hocking College, we are committed to transforming the lives of our students by providing an accessible, high-quality, and student-centered education in a caring, supportive environment. In alignment with our mission to prepare students for careers, advanced education, and lifelong learning, We affirm the following principles as part of our institutional commitment under Section 3345.0216 of the Ohio Revised Code:

1) Commitment to Free and Rigorous Inquiry

Hocking College will educate students through free, and rigorous intellectual inquiry in pursuit of truth. We support a learning environment that encourages critical thinking, evidence-based reasoning, and civil discourse.

2) Fostering Independent Thought

We believe our duty is to provide all students the opportunity to develop the intellectual skills needed to reach their own informed conclusions. Our faculty and staff are dedicated to guiding students without imposing personal ideology or political bias.

3) Upholding Free Speech and Lawful Assembly

Hocking College will not prohibit free speech or lawful assembly. We foster a community where expression is protected and where voices can be heard respectfully and lawfully.

4) Creating a Respectful Community of Inquiry

We are committed to a campus culture rooted in civil and free inquiry. This includes support for individual autonomy, for personal and academic growth, and support for differing opinions and perspectives that naturally arise in a varied academic community.

5) Ensuring Opportunities and Individual Dignity

Hocking College will treat all faculty, staff, and students as individuals, holding all to common standards and ensuring common opportunities, and individual dignities. We do not discriminate based on race, ethnicity, religion, sex, sexual orientation, gender identity, or gender expression.

This Statement of Commitment will be displayed prominently alongside our mission statement on our website and in all materials where the mission statement appears.

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, to be a welcoming place 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.

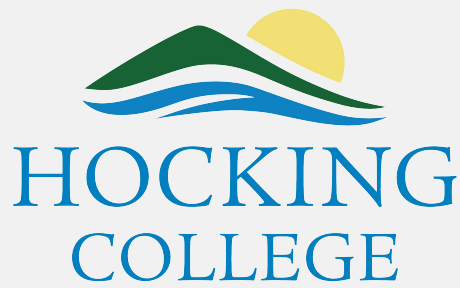
CONTINUOUS IMPROVEMENT AND INNOVATION

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 support 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.

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 collaborative academic and local engagement initiatives. Comprehensive personal and academic development will be promoted in college residence halls, athletic programs, college work programs, in policies & procedures, and the Academic Success Center will 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 broad-ranging educational opportunities offered throughout their lives. We foster learning as a continuous journey toward increased support for academic and professional success and all other members of our extended community.

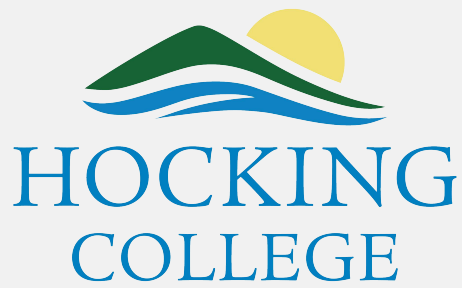


These Institutional Outcomes have been adopted as expectations for success beyond College.

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 trends past and present which shape individuals, institutions and communities in the modern world.
- 4** Demonstrate a foundation of knowledge in the natural sciences based on theory and laboratory skills.
- 5** Cultivate ethical values, personal wellness and personal learning strategies in the development of the whole person, mind, body and spirit.
- 6** 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.
- 7** Effectively utilize the Ethical and Professional application of current information and technologies using Artificial Intelligence (AI) too create solutions, and adapt to evolving professional environments.





2025 PROCESS FOR REVISION OF THE STRATEGIC PLAN

There were many changes in the first quarter of 2025 that require the College to revisit the entirety of the current strategic plan while engaging in the annual process of setting the strategic initiatives for 2025-26 academic year. These changes occurred at the federal and state levels and include appropriate language and policies around diversity, inclusion, and equity; funding for students and availability of grants and other funding for the institution; policies on operations and expectations set forth and technology advancements. As a result of these occurrences Hocking College began the process of reviewing and revising the current strategic plan to meet the student and institutional needs and requirements through 2027.

The process began with an environmental scan and close reading of all state and federal legislation and administrative orders directed to the college. In May, the senior leadership of the college held a retreat to review the current strategic plan page by page. Revisions were made to the Core Values, Purpose, Institutional Outcomes and Strategic Priorities to reflect changes in legislation and other directives, and the current college environment and needs of students. This was not a complete overhaul of these items but rather revisions that took into account the new mandates. Input from the academic divisions and departments was received through the Deans and other administrators present at the retreat.

In addition to the revisions a Statement of Commitment was developed in accordance with Ohio Senate Bill 1. The language of the statement is taken directly from the bill's required language.

The draft of the strategic plan was presented to the Board of Trustees at the June 2025 meeting. As per the usual schedule the annual initiatives were also presented to the Board of Trustees for approval. The final draft of the strategic plan will be shared with the campus community at the first Communications Meeting in the Autumn Semester (August) for input and finalizing the document for Board Approval at their next meeting.

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. 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.

PRIORITY 2: Regional Development for Prosperity

Strengthening on the legacy of innovation, relevance and resilience within new market economies in collaboration with community partners, Hocking College will emerge as a regional leader. We will strengthen 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 supporting 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 excellence in customer service to students and each other. We will use performance indicators and benchmarks to relevant standards leading to improved performance, efficiency and stewardship of resources.

PRIORITY 4: Engagement and Enrollment Optimization

Enrolling students 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: Advancing Innovation Through Technology

Hocking College will lead in the integration of Artificial Intelligence (AI) and emerging technologies to enhance teaching, learning, workforce readiness, and institutional operations. Through investment in digital tools, faculty development, student engagement, and ethical application of technology, the college will prepare graduates to thrive in evolving industries and support lifelong adaptability.



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.

Institutional Initiatives

2024 - 2025

INITIATIVE ONE

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

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.

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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 facilitate learning communities.

Institutional Initiatives

2025 - 2026

INITIATIVE ONE

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 TWO

To empower foster youth with stability, education, and opportunities, transforming their futures through comprehensive support at Hocking College. Hocking College will address the critical gap for foster youth that are aging out of the foster care system at 18 years of age without secure housing, financial resources, or access to higher education. Hocking College will launch the Fostering Talent program to support these young adults in building independent, successful lives by providing housing, meals, education pathways, and on-campus employment opportunities.

INITIATIVE THREE

Hocking College will become an AI Centric Institution. By fully integrating artificial intelligence into academic programs, student services, workforce development, and operational practices. Hocking College will prepare the next generation of learners for an AI-driven world, ensuring regional leadership and national relevance.

INITIATIVE FOUR

Hocking College will pursue baccalaureate degree in areas whereby we have expertise and there is a need to serve the workforce development needs of employers.

Institutional Initiatives

2026 - 2027

INITIATIVE ONE

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

INITIATIVE TWO

Hocking College will pursue baccalaureate degree in areas whereby we have expertise and there is a need to serve the workforce development needs of employers.

INITIATIVE THREE

Strengthening the academic experience by creating a more engaging, student-centered learning environment that improves recruitment, retention, and student success.

INITIATIVE FOUR

Create a college culture where every student and employee feels valued, inspired, and empowered to achieve meaningful personal and professional goals.

INITIATIVE FIVE

Position Hocking College as Ohio's premiere workforce development partner by strengthening employer engagement and ensuring every student graduates with meaningful, career-connected experiences.



HOCKING COLLEGE



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Hocking College

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