

**Strategic Plan**  
**2007-2010**

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lives...  
*Building*  
futures

**Stark State College**  
**of Technology**

# Introduction

This document is a summary of Stark State College's 2007-2010 Strategic Plan, including the mission; vision; values; strategic goals; key performance indicators (KPIs); action projects (AQIP); and operational projects. The complete Strategic Plan can be found at [www.starkstate.edu](http://www.starkstate.edu) or on the College's Intranet (internal stakeholders).

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Stark State's objective is to create an organization of "strategic thinkers" by reflecting the input of internal and external stakeholders in decision-making and action. In 2004, Stark State conducted focus groups with more than 700 stakeholders, including students, alumni, trustees, faculty, staff, and business and community leaders. The College's mission, vision, values, and strategic goals reflect the strategic thinking of these stakeholders. In 2007 Stark State conducted a survey of these groups, as well as various academic advisory committees, to clarify the content and structure of the updated Strategic Plan. Over 350 respondents verified the direction of the Strategic Plan.

## Environmental scanning

In 2006 a core team of faculty and staff utilized demographic, socioeconomic, and educational data from the *Compass Community Indicators Report* and other data to assess the College's external environment. They produced a formal environmental scan report, which validated the mission, vision, values, and goals of the 2005-2007 Strategic Plan and was the critical first step in the development of the 2007-2010 Strategic Plan.

## Integrating AQIP and Strategic Planning

Also in 2006, the College applied for and received approval from the Higher Learning Commission of the North Central Association of Colleges and Schools (NCA) to follow the AQIP (Academic Quality Improvement Program) process for regional accreditation. AQIP is characterized by its concentration on systems and processes, both as the basis for quality assurance and as leverage for institutional improvement. The AQIP process supports system-wide continuous improvement, shared governance, and college-wide communication as ways to enhance overall organizational performance — processes the College used in developing the Strategic Plan. AQIP and strategic planning have common goals: involving key stakeholders in setting goals, continuous improvement, and accountability. These commonalities, coupled with the fact that the mission, vision, values, and strategic goals drive institutional planning, resource allocation, and action, led the College to integrate the strategic planning and AQIP processes.

The AQIP and Strategic Planning Steering Committee is a representative group of key stakeholders that provides ongoing leadership and input into the College's processes for planning, decision-making, and action. In turn, the Committee provides feedback and information to stakeholders, thereby helping to achieve the College's goal of effective communication.

# *Our Mission*

## OUR MISSION

Stark State College provides high value, student-centered associate degrees and professional development. The College is dedicated to individual learning, transferable higher education, and career success. We advance quality of life through accessibility and business and community partnerships.

# *Our Vision*

## OUR VISION

Stark State College will be a first choice in higher education and a catalyst for economic growth.

# Stark State College of Technology



# Our Values

## OUR VALUES

### **Student-Centeredness**

We value educational opportunities for our students.

We believe that an empowering and supportive environment provides the foundation for respect, lifelong learning and individual professional development. These principles lead to the students' persistence in completing their educational goals.

### **High Value**

We foster a college culture that provides high-quality education through affordability and institutional excellence. We uphold high academic and customer service standards.

To ensure excellence in all aspects of the teaching and learning community, members of our faculty bring integrity, professionalism, and real-world experience to their classrooms. The College supports students who wish to continue their education beyond the associate degree by ensuring transferable education.

### **Accessible Education**

We value the diverse cultural and learning perspectives that every person brings to our college. Our wide variety of programs strives to meet the different educational needs of our student population.

### **Community and Business Partnerships**

We build strong external alliances with businesses, educational institutions, government, and the community to enhance opportunities for our students and to improve quality of life. We support economic growth by responding to the immediate and emerging needs of our region in a dynamic global economy.

### **Stewardship**

We believe stewardship begins with leadership that understands the mission and vision of the college and values the quality of teaching and learning. We take a proactive approach to meeting the needs of our student population through planning, fiscal responsibility, and adapting to change and growth.



# Strategic Plan 2007-2010

## Strategic GOALS

From the vision, mission and values, the College has focused on these five strategic goals.

### Goal 1:

To Enhance Student-Centeredness and Accessibility

### Goal 2:

To Continuously Improve Value and Quality

### Goal 3:

To Build Community and Business Partnerships

### Goal 4:

To Promote Stewardship

### Goal 5:

To Manage for Smart Growth



# Strategic MEASURES

In light of the vision, mission, values, and strategic goals, the College will measure its performance each year, based on the Key Performance Indicators (KPIs), which are listed at right in a summary fashion. The College monitors and provides a detailed report on each KPI annually. The majority of these KPIs reflect those tracked by the Ohio Board of Regents (OBR) in its Annual Performance Report. Each year, the College will produce an Annual Performance Report, reflecting OBR KPIs, as well as additional KPIs the College believes are critical indicators of our performance. The Dashboard of Key Performance Indicators, Outcomes, and Results can be found at [www.starkstate.edu](http://www.starkstate.edu) or on the College's Intranet (internal stakeholders).



## **Goal 1: To Enhance Student-Centeredness and Accessibility**

- Developmental Student Academic Performance Profile
- Enrollment Profile
- Financial Aid Profile
- Student Satisfaction and Engagement Profile
- Student Life Profile

## **Goal 2: To Continuously Improve Value and Quality**

- Student Success Profile
- Tuition Comparison Profile
- Job Placement Profile

## **Goal 3: To Build Community and Business Partnerships**

- Partnership Profile
- Employer Satisfaction Profile
- Community Service Profile

## **Goal 4: To Promote Stewardship**

- Net Revenue Profile
- Cost/FTE Profile
- Budget Profile
- Utilization Profile
- Faculty/Staff Profile

## **Goal 5: To Manage for Smart Growth**

- Student Academic Preparation Profile
- Budget Reserves Profile
- Grant/Foundation Profile

# Review of 2005-2006 Operational PROJECTS

Twelve of the 2005-2006 Operational Projects were completed or incorporated into institutional operations. The College carried over several Operational Projects from 2005-2006 to ensure alignment with our strategic goals and the AQIP process. These operational projects were reorganized into four broad strategic projects:

- **Comprehensive Enrollment Management Plan**
- **Employee Professional Development Plan**
- **Strategic Technology Plan**
- **Strategic Facilities and Resources Plan**

Additional information regarding Operational Projects for 2005-2006 can be found at [www.starkstate.edu](http://www.starkstate.edu) or on the College's Intranet (internal stakeholders).



# 2007-2010 Operational PROJECTS

Based on the vision, mission, strategic goals, strategic measures, and environmental scan, the College has committed to accomplishing 10 strategic projects during the 2007-2010 academic years, five of which will be AQIP projects.



## Operational Project

## Strategic Goal Project Addresses

### Academic Quality Improvement Program (AQIP) Projects

<b>Project 1:</b> Capitalizing on Information/Learning Resources to Foster Learning	1,2,4
<b>Project 2:</b> Consistency of Policies in Internal and External Publications, including the Web	2,4
<b>Project 3:</b> Assessment of Support Services and Support Departments	1,2,4
<b>Project 4:</b> Assessment of Student Learning Outcomes	2,4
<b>Project 5:</b> Developing a Process to Authenticate Teaching Credentials	2,4

### Additional Projects

<b>Project 6:</b> Development and Implementation of the Comprehensive Enrollment Management Plan	1,5
<b>Project 7:</b> Development and Implementation of the Employee Professional Development Plan	2,4
<b>Project 8:</b> Development and Implementation of the Strategic Technology Plan (Including Banner)	1,2,5
<b>Project 9:</b> Implementation of the Strategic Facilities and Resources Plan	2,4
<b>Project 10:</b> Enhancement of Community and Business Partnerships	3

### Key for Goals:

- Goal 1:** To Maintain Student-Centeredness and Accessibility
- Goal 2:** To Continuously Improve Value and Quality
- Goal 3:** To Build Community and Business Partnerships
- Goal 4:** To Promote Stewardship
- Goal 5:** To Manage for Smart Growth

## **Board of TRUSTEES**

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Vice President for Business and Finance

Para M. Jones  
Vice President for Advancement, Planning  
and College/Community Relations

John J. Kurtz  
Vice President for Information Technology

Tim Quinnan, Ph.D.  
Vice President for Student Services and  
Enrollment Management



# College-wide Strategic Planning and AQIP

Strategic planning, institutional effectiveness and continuous improvement are accomplished through teamwork and collaboration among all members of the campus community, led by members of the AQIP Steering Committee/Strategic Planning Team and other cross-component committees and teams.

Larry Abel, *Director, Human Resources*

Amy Baker, *Director, Financial Aid*

Mike Bodnar, *Dean, Business Technologies*

Tom Chiappini, *Vice President for Business and Finance*

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Carrilyn Long, *Department Chair, Public Service Technologies*

Isaac Matos, *Faculty Member, Information Technology*

Patty Meeks, *Career Services Specialist*

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Rita Ridenbaugh, *Director, Career Services*

Jennie Royer, *Director, Stark County Tech Prep Consortium*

Mary Rude, D.D.S., *Director, Patient Care Services*

Lada Gibson-Shreve, Ph.D., *AQIP Liaison*

William Strohmenger, *Stark State College Board Member*

John Thornton, *Dean, Health Technologies*

Frank Tinus, *Interim Director, Emerging Technologies*

Dennis Trenger, *Executive Director of Satellite Operations*

Peter Trumpower, *Director, Institutional Research and Planning*

Diana Tsenekos, *President, College Staff Association*

Robin Tyler, *Multicultural Student Affairs Officer*

Bruce Wyder, *Director, Budget*

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