

Stark State College  
Strategic Plan 2017-2019  
*Student-centered, future-focused*

In 2016, the Institutional Effectiveness Committee (IEC) of Stark State College held strategic discussions with hundreds of students, faculty, staff, as well as business, industry, education, and community leaders to review and revise the 2014-2016 Strategic Plan and produce this Plan. In the focus group sessions and surveys, stakeholders completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis; provided input on vision, mission, values, and strategic goals and objectives; and offered validation, additions, and revisions. The IEC summarized the comments and other data and reports to create the 2017-2019 Strategic Plan, which was approved by Executive Council, President's Cabinet, and the Board of Trustees. Thanks to everyone who participated in the strategic planning process this year and in past years. Special thanks to the people below for developing the 2017-2019 Strategic Plan.

**Planning Process Participants**

**Institutional Effectiveness Committee**

Beth Williams, <i>Chair</i>	Jean Barbato, <i>Vice-Chair</i>	
Maggie Atkinson	Mike Droney	Larry Ray
Don Ball	Frank Fuller	Rich Rosenberger
Kathy Bernstein	Florian Haiduc	Peter Trumpower
Jodi Bush	Lenny Halstead	Jane Upperman
Ebru Buyuktanir	Diane Laskey	Mark Weldon
JP Cooney	Eric Loew	Mike Zerbe
Marie DeLillo	Dan Minder	

**Other Contributors**

James Belcher	Nour Kelly	Brad Palmer
Verlinda Bennett	Gloria Komer	Lu Phillips
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John David	Melissa Meredith	Therese Revlock
Steve Edgehouse	Brian Moore	Ilene Shapiro
Sandra Fuline	Don Mullen	
Lisa Gilliland	Kayla Nedved	

**Stark State College Board of Trustees**

Kari Groh, <i>Chair</i>	Jeffery A. Walters, <i>Vice Chair</i>
Merle Griff, PhD	Alice C. Stephens
Jeffrey A. Halm, Esq.	Fonda P. Williams II
Christopher J. Maurer	

Value Statements  
Strategic Plan 2017-2019  
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**Academic Excellence**

We provide value by upholding high academic and professional standards for students, faculty, and staff. Program and degree quality is ensured by meeting rigorous standards of certification and accreditation.

**Business, Industry, Education, and Community Partnerships**

We build strong business, industry, education, and community partnerships to enhance quality and opportunities for our students. We support workforce development and economic growth by responding to the immediate and emerging needs of our region in a global economy.

**Fiscal Stability and Stewardship**

We take a proactive approach to serving our students and community through fiscal responsibility, sustainability, and strategic planning for change and growth. The mission and vision of the College are achieved through the responsible stewardship of College facilities, environmental, financial and human resources.

**People**

We believe that respect for every individual is important. We are committed to working within both the College and the community with high standards of ethical and professional behavior. We value commitment to hard work and integrity.

**Student Access**

We are committed to providing opportunities for access to a quality education. We strive to meet the varied academic needs of our students through a wide variety of educational offerings, delivery methodologies, outreach strategies, community locations, and the knowledge and experience of our diverse faculty and staff.

**Student Success**

We support student success in attaining educational and career goals by offering pathways to workforce-ready degrees and certificates, transferable courses and degrees, licensures/certifications, and skills attainment. Stark State College provides student-centered services to foster academic and career success.



**Stark State**  
COLLEGE

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**MISSION** Stark State College provides quality, high-value associate degrees, certificates, and professional development in diverse, student-centered learning environments. The College is dedicated to lifelong learning; affordable, transferable higher education; and career success. Stark State College advances quality of life through access, academic success, stewardship, and business and community partnerships.

**VISION** Stark State College will be a leader in higher education and a catalyst for economic growth and prosperity in the communities we serve.

VALUE STATEMENTS					
Academic Excellence	Business, Industry, Education, and Community Partnerships	Fiscal Stability and Stewardship	People	Student Access	Student Success
STRATEGIC GOALS					
GOAL 1 Provide valued and high-quality education	GOAL 2 Build business, industry, education, and community partnerships	GOAL 3 Promote stewardship	GOAL 4 Foster a culture of integrity and valuing people	GOAL 5 Facilitate student access	GOAL 6 Improve student persistence, retention, and goal attainment
STRATEGIC OBJECTIVES					
1A: Continue academic program assessment	2A: Build and strengthen Stark, Summit, and surrounding county partnerships	3A: Continue to reduce student loan debt and loan defaults	4A: Continue to promote a transparent, consistent, and efficient culture of shared governance	5A: Communicate and continue to implement the Enrollment Management Plan	6A: Continue to enhance the student life experience and student spaces
1B: Continue integrating cutting-edge equipment, laboratories, and technology into our academic programs	2B: Connect with and encourage alumni and College stakeholders to actively engage with the College community	3B: Ensure productive and efficient use of College resources, eliminating redundancy	4B: Expect ethical behavior, communicate effectively, and monitor stakeholder satisfaction	5B: Enhance marketing and recruitment strategies	6B: Continue to improve the effectiveness of developmental and computer literacy courses
1C: Continue to improve licensure, certification, and in-field job attainment rates	2C: Create signature/vanguard programs in new and emerging technologies	3C: Establish tactical plans, systems, and processes in support of our strategic plan, and monitor outcomes	4C: Formulate and communicate a College-wide knowledge transfer and succession planning process, and implement the Talent Management Framework that provides system and process to attract, develop, and retain talent needed to meet student needs	5C: Increase marketing of programs, certificates, and transferability into and out of the College	6C: Improve course, certificate, and degree completion, and university transfer rates
1D: Emphasize academic rigor and maintain high standards of teaching and student support	2D: Increase apprenticeships, co-op, internship, practicum, service learning, and volunteer opportunities for students	3D: Increase growth in federal and state grants, private giving, and endowments	4D: Practice fairness in hiring, promoting, professional development, and treatment of employees	5D: Maintain affordable tuition	6D: Improve the accessibility and quality of academic and career advising
1E: Promote academic excellence of faculty and staff	2E: Increase College Credit Plus, transfer courses, program articulation, and other K-12 sector and college/university partnerships	3E: Monitor and communicate our financial status through financial reporting and budgeting throughout the organization	4E: Promote excellence by creating avenues that encourage and support the effective communication of ideas, issues, and concerns while providing timely feedback and implementation	5E: Open and support Stark State College Akron	6E: Improve the post-high school retention of College Credit Plus students
1F: Showcase faculty, staff, and student achievements	2F: Promote collaboration and workforce development activities with business partners	3F: Strengthen student fulfillment of educational requirements	4F: Strengthen the College-wide, systematic practice of accountability, fairness, and compliance with codes of conduct, policies and procedures, and regulatory agencies	5F: Provide course and program offerings and modalities to meet changing needs of students and businesses	6F: Update and continue implementing the College Completion Plan
STRATEGIC MEASURES					
<ul style="list-style-type: none"> <li>Annual Academic Program Review</li> <li>Licensure/Certification Pass Rate</li> <li>In-field Job Attainment Rate</li> <li>Percent Credit Hours Taught by Full-time Faculty</li> <li>Institutional and Program Accreditation</li> <li>Press Coverage/Marketing of Achievements</li> <li>Honors Program Enrollment</li> </ul>	<ul style="list-style-type: none"> <li>Number of Programs Developed in Emerging Technologies</li> <li>Alumni and Advisory Committees</li> <li>Number and Types of Opportunities for Students</li> <li>Employer Satisfaction Survey</li> <li>Articulation Agreements</li> <li>Community Awareness Survey</li> <li>Number and Impact of Workforce Development Agreements</li> </ul>	<ul style="list-style-type: none"> <li>Cost/Full-time Equivalent Student</li> <li>Economic Impact</li> <li>Annual Student Loan Default Rate</li> <li>Grant Success, Private Fundraising</li> <li>Fiscal Viability Scores</li> <li>Standards of Academic Progress Violators</li> <li>Tactical Plans Developed</li> </ul>	<ul style="list-style-type: none"> <li>The Chronicle of Higher Education Survey of <i>Great Colleges to Work For</i></li> <li>Succession Plan and Implementation of Talent Management Framework</li> <li>Ethics Training and Title IX Training</li> <li>Number of Employees Working Toward Higher Education</li> <li>Number of Employees Engaging in Advanced Degrees and Certifications</li> <li>Formal Performance Evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment – Headcount, FTE, Target Populations (minorities, veterans, distance education, College Credit Plus)</li> <li>Enrollment Management Plan Metrics</li> <li>Program Marketing</li> <li>Tuition Comparison</li> <li>On-time Opening of Stark State College Akron</li> <li>Number of New Courses, Programs, and Modalities Developed</li> </ul>	<ul style="list-style-type: none"> <li>Student Success Funding Outcomes</li> <li>College Completion Plan Metrics</li> <li>In-field Job Attainment /Pursuing Further Education Rate</li> <li>Post-High School Enrollment Rate of College Credit Plus students</li> <li>Community College Survey of Student Engagement (CCSSE)</li> <li>Noel-Levitz Student Satisfaction Inventory</li> </ul>

Operational Priorities: Advance Academic and Career Advising, Advance Student Success Initiatives, Implement Succession and Knowledge Transfer Planning, Increase Workforce Development Contracts, Increase Curriculum Pathways, Increase Enrollment and Student Success, Increase Strategic Grants, Increase Summit County Partnerships, Reduce Student Debt and the College's Student Loan Default Rate