

NOCE Strategic Plan

Strategic Direction:

Reimagine NOCE to meet the challenges and opportunities of the next decade.

Strategic Focus Area: Meet Student Needs				
Goal: Enhance programs and services as needed to meet the needs of the whole student.				
#	Objective	Measures	Champion	Action Steps
WASC Action Plan: Solicit Associate Deans and student feedback regularly to inform scheduling of in-person, hybrid, and online courses and student services (Growth Area 7, Step 6). Streamline student onboarding to reduce gap between enrollment, attendance, and participation in classes. (Growth Area 5, Criterion 5, Step 12)				
1.	Monitor the needs, preferences, and SLOs of all student groups from onboarding through completion and issue an annual report on the findings.		Office of Institutional Research and Planning (OIRP)	
WASC Action Plan: Solicit feedback from students representing different programs on the effectiveness of the current curriculum to meet their education goals. (Growth Area 4, Step 5).				
2.	Build into department planning and other major planning processes: a) evaluation of the extent to which programs and services meet applicable student needs b) identification of any significant gaps or barriers, c) actions to reduce those gaps and barriers d) allocation of human and fiscal resources to address identified gaps and barriers		Institutional Effectiveness Committee (IER) Academic Senate	
WASC Action Plan: Establish in-person and online welcome center or student success center, where students go to one source for instructional support, technical support, counseling, job skills, and other support (or referrals). (Growth Area 5, Step 11). Pilot Hy-Flex instruction and hybrid delivery models. (Growth Area 5, Step 3). Evaluate facility utilization to maximize the capacity to offer instruction in various modalities. (Growth Area 5, Criterion 5, Step 9). Institutionalize DE orientation course. (Growth Area 5, Criterion 5, Step 4). Enhance computer and technology navigation assistance for new students taking online classes (Growth Area 5, Criterion 5, Step 6).				
3.	Deliver instruction and services in a variety of modalities and locations to facilitate student access and success.		VPI VPSS	

Strategic Focus Area: Build Human Capacity				
Goal: Build human capacity both qualitatively and quantitatively.				
#	Objective	Measures	Champion	Action Steps
WASC Action Plan: Adopt the practice of community agreements (norms of engagement) in all NOCE decision-making committees and groups. (Growth Area 3, Step 4). Drop to Objective 10.				
4.	Nurture mutually respectful, inclusive, safe, and supportive human connections with and among all employees.		President's Cabinet Academic Senate	
WASC Action Plan: Collaborate with ProD to ensure ongoing training available for faculty on writing effective SLOs. (Growth Area 1, Criterion 1, Step 1). Develop and offer training to faculty on the program review process and curriculum standards. (Growth Area 4, Criterion 4, Step 4). Develop and implement regular training for faculty on course design. (Growth Area 4, Criterion 4, Step 6). Provide training to faculty on curriculum mapping and effective assessment of student learning. (Growth Area 6, Criterion 6, Step 3). Provide SLO orientation and training to new faculty hires every term. (Growth Area 6, Criterion 6, Step 4).				
5.	Provide accessible, engaging, and useful professional development opportunities to all employees equitably.		ProD Committee	
6.	Focus at least one strand of institution-wide professional development each year on issues and challenges related to DEIAA.		DEIAA Committee ProD Committee	
WASC Action Plan: Develop a system of adjunct faculty participation in the Program Review and Departmental Review and Planning. (Growth Area 2, Step 1).				
7.	Facilitate wider participation and leadership development in governance and institutional projects to spread the work among a larger number of willing hands.		Academic Senate Management Team	
WASC Action Plan: Communicate job opportunities within NOCE to the current and past students. Include postings from NOCRC and One-Stop partners currently being sent as individual emails. (Growth Area 7, Step 5). Develop and implement an onboarding process for all new NOCE employees. (Growth Area 3, Criterion 3, Step 1). Develop and implement a NOCE employee resource hub with school-wide policies and procedures (Growth Area 3, Criterion 3, Step 2). Create the NOCE Information Depot campaign and announce to all staff. (Growth Area 3, Criterion 3, Step 3). Continue to implement the NOCE ambassador training. (Growth Area 3, Criterion 3, Step 7). Establish a permanent staffing structure in order to sustain and maintain distance education program. (Growth Area 5, Criterion 5, Step1).				
8.	Recruit and retain new employees who will share a passion for NOCE's Mission, Vision, and Values.		President's Office Accreditation Chairs	

Strategic Focus Area: Forge Relationships				
Goal: Forge lasting collaborative relationships among individuals, constituencies, offices, and departments, and with sister NOCCCD institutions and the community.				
#	Objective	Measures	Champion	Action Steps
WASC Action Plan: Increase instances of cross-departmental and cross-institutional collaboration. (Growth Area 3, Step).				
9.	Break down NOCE organizational silos wherever they occur through open dialogue and collaborative experiences.		Executive Leadership AS Leadership	
10.	Identify initiatives for cross-campus and district-wide collaborations and ensure NOCE's inclusion and participation.		Executive Leadership	
WASC Action Plan: Develop a decision-making manual for NOCE. (WASC Action Plan, Growth Area 3, Step 5). Develop a formal faculty collaboration process to focus on enhancing instruction and support student achievement. (WASC Action Plan, Growth Area 5, Criterion 5, Step 7).				
11.	Develop and implement systematic opportunities and tools for improved communication on crucial topics at all NOCE levels.		Executive Leadership AS Leadership	
WASC Action Plan: Implement student ambassador training. (Growth Area 7, Criterion 7, Step 4). Develop a strategic outreach and community engagement plan. (Growth Area 9, Criterion 9, Step 1). Develop a toolkit of marketing materials for NOCE programs. (Growth Area 9, Criterion 9, Step 2). Develop and implement a process and database for collecting contact information for potential students and follow them through enrollment and registration. (Growth Area 9, Criterion 9, Step 3).				
12.	Increase ongoing engagement with the community through marketing, communications, and personal participation.		Community Relations Workgroup	

Strategic Focus Area: Recover and Innovate Across the Institution				
Goal: Restore and grow enrollment.				
#	Objective	Measures	Champion	Action Steps
WASC Action Plan: Solicit Associate Deans and students' feedback regularly to inform scheduling of in-person, hybrid, and online courses and student services. (Growth Area 7, Criterion 7, Step 6)				
13.	Grow headcount and FTES steadily, using sound enrollment management principles and practices.		VPI and VPSS	
WASC Action Plan: Secure additional grants to provide resources for innovative solutions. (Growth Area 8, Criterion 8).				
14.	Promote the mindset of innovation, flexibility, and openness in the service of student success.		ProD Committee President's Staff	
WASC Action Plan: Develop a program review framework, including curriculum standards, equity indicators, and a rotational calendar. (Growth Area 4, Criterion 4, Step 3). Identify effectiveness indicators for DE courses and online student services. (Growth Area 4, Criterion 4, Step 1). Evaluate effectiveness of instruction and student services offered online. (Growth Area 4, Criterion 4, Step 2). Explore options for use, adaptation, and creation of open education resources (OER) with a goal of zero textbook cost to reduce costs for students. (Growth Area 5, Criterion 5, Step 10). Expand career training based on local workforce and economic development input to increase opportunities for students. (Growth Area 9, Criterion 9, Step 4).				
15.	Engage in systematic curriculum review, development, innovation, modification, and implementation to meet the evolving needs of students as they pursue their educational goals.		Curriculum Committee	
16.	Engage in systematic review of student services, development, innovation, modification, and implementation to meet the evolving needs of students as they pursue their educational goals.		SEAP Committee	
WASC Action Plan: Develop a compendium of all funding sources available to NOCE, including eligibility requirements, contact person and expenditure timeline. (Growth Area 8, Criterion 8, Step 4). Develop long-term funding plan that sustains current program and course offerings with the expectation that the hold harmless will be removed. (Growth Area 8, Criterion 8, Step 1).				
17.	Engage in systematic review of campus operations, development, innovation, modification, and implementation to meet the evolving institutional needs.		Budget and Facilities Planning Committee	

Strategic Focus Area: Fortify Planning Infrastructure				
Goal: Ensure that all major planning and decision-making rest on a strong foundation of structures, processes, participation, and evidence.				
#	Objective	Measures	Champion	Action Steps
WASC Action Plan: Implement an annual institutional effectiveness data summit. (Growth Area 1, Criterion 1, Step 4). Develop a decision-making manual for NOCE. (Growth Area 3, Step 5). Map SLOs to specific skills to facilitate outcomes reporting and analysis for continuous improvement. (WASC Action Plan, Growth Area 6, Criterion 6, Step 1). Create SLOs that are measurable, and consistent across NOCE, to allow for clear data collection among all departments for program evaluation. (Growth Area 6, Criterion 6, Step 2). Conduct annual review of the school-wide Action Plan completion progress. (Growth Area 6, Criterion 6, Step 6). Review and revise budget planning processes to ensure that they are driven by departmental review findings and schoolwide strategic priorities. (Growth Area 8, Criterion 8, Step 3). Align budget planning and position request timelines across all funding sources. (Growth Area 8, Criterion 8, Step 5).				
18.	Develop, implement, evaluate, and maintain a system of evidence-based integrated planning, resource allocation, and decision-making at all levels, from unit program review to institution-wide strategic and master plans, with appropriate constituency and functional participation.	System documentation at each level; census of participation; rubric-based evaluation of effectiveness by stakeholders; results analyzed and disseminated; applicable improvements implemented.	President's Cabinet Academic Senate Accreditation Chairs	
19.	Evaluate all NOCE procedures, publications, communications, and other documents on a cyclical basis for adherence to DEIAA principles and make improvements as the findings warrant. Annual report on evaluation findings and resulting improvements.		DEIAA Committee	
20.	Establish and support a system for setting and revising research priorities to ensure meeting the most important demands for information to support planning and decision-making—both routine and extraordinary.	System documentation; report of research production by priority level.	Institutional Effectiveness Committee	

Draft Reviewed by President's Cabinet: 1.17.2023
Approved by President's Cabinet: 5.16.23