

STRATEGIC PLAN

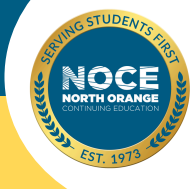
2023-2026



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Welcome from the President



Valentina Purtell, President, NOCE



The NOCE Strategic Plan, 2023–2026, is the culmination of a collective effort by the campus community to establish a comprehensive roadmap for institutional success. It serves as a guide for both long-term and day-to-day decision-making, ensuring alignment with NOCE's mission, vision, and core values.

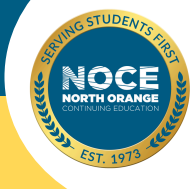
The strategic planning process, conducted over the course of the 2022 - 2023 year, provided a platform for reflection, dialogue, and collaboration among campus constituents. A central question guided these discussions: Is NOCE living by its mission and meeting the needs of its students? This focus ensured that the plan remained student-centered and forward-looking.

The plan is grounded in NOCE's integrated planning model, aligning strategic goals with other key institutional plans, such as the NOCE WASC Action Plan. This approach fosters cross-departmental collaboration, resource optimization, and coordinated efforts to achieve shared goals.

Structured to support continuous improvement, the plan is anchored by six overarching Strategic Focus Areas, which remain constant throughout the three-year period. Action Steps, however, are designed to be dynamic and will evolve through an annual review process to address emerging needs and opportunities.

The NOCE Strategic Plan embodies a commitment to institutional effectiveness and student success, ensuring that every decision supports the mission of empowering learners and transforming lives.

Thank you everyone who contributed to the development of the NOCE Strategic Plan, and I invite all to the three-year journey to create a better version of North Orange Continuing Education!



Mission, Vision, and Core Values

Mission

NOCE serves our diverse community by providing holistic programs and services that are relevant and accessible to all learners in achieving their goals. NOCE is dedicated to offering a transformative educational experience that builds lasting foundational skills and promotes student success.

Vision

NOCE commits to enriching lives through education to meet the evolving needs of the community.

Values

Accountability-We strive to utilize data-informed decision-making processes.

Diversity-We celebrate our diverse community by committing ourselves to an inclusive institutional culture.

Equity-We actively address achievement gaps and systemic racism to ensure equal opportunity and access for all.

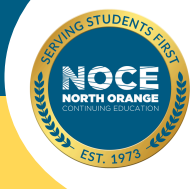
Excellence-We strive for excellence by providing evolving, dynamic, high-quality instruction.

Innovation-We challenge the status quo by finding creative solutions.

Integrity-We cultivate a collaborative equity-minded culture of mutual respect, honesty, and responsibility.

Learning: We commit to offering holistic programs that promote personal and professional growth.

Strategic Plan Process and Outcomes



Overview

Strategic Goals and Focus Areas

The most common themes were grouped into six Strategic Focus Areas:

1. Meet Student Needs
2. Build Human Capacity
3. Forge Relationships
4. Recover and Innovate Across the Institution
5. Embrace Diversity and Equity
6. Fortify Planning Infrastructure

Implementation and Evaluation

A dedicated Planning Workgroup comprising faculty leaders and administrators developed specific Action Steps for each Strategic Objective. These steps reflect specific activities leading to reaching the plan's goals and objectives and provide measurable benchmarks for evaluating the plan's success. While strategic goals and objectives are meant to be static throughout the three-year planning cycle, Action Steps can change to meet institutional needs.

Approval and Adoption

The President's Cabinet approved the Strategic Plan framework on May 16, 2023, after a thorough review and discussion. This framework positions NOCE to advance its mission, promote student success, and foster institutional excellence over the next three years.

Through this collaborative effort, NOCE has created a Strategic Plan that is both visionary and actionable, ensuring that it remains a dynamic tool for institutional growth and continuous improvement.



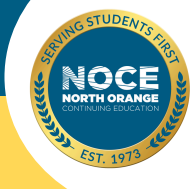
Data-Informed Foundations

The NOCE Strategic Plan, 2023–2026, reflects a robust and inclusive planning process involving extensive input from campus stakeholders.

Data-Informed Foundations

The process began with a virtual data workshop led by the Office of Institutional Research and Planning on September 20, 2022. Participants reviewed institutional data and survey findings for the past three years, reflecting on key questions to identify institutional challenges, opportunities, and areas for growth:

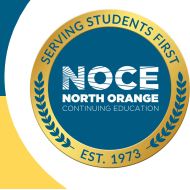
- Based on your interpretation of the data and discussion results overall, what institution-wide five-year challenges are the most important for NOCE to address?
- What opportunities look most promising over the next five years, and how do we take advantage of them?
- How can NOCE sustain excellence over the next five years in those areas where we are doing well?
- Over the next five years, how do we best maintain and enhance those structures, processes, and practices that have contributed the most to the progress we have made over the past few years? How do we overcome the obstacles that have limited our progress?
- Over the next five years, how do we help reduce the significant barriers to student progress that are at least partially within our control?
- What student achievement or equity gaps are most problematic, and how do we address them most effectively?
- Is the scope of student support sufficient to meet the needs of our students? If so, how do we sustain it? If not, how do we improve it?



Collaborative Engagement

Insights from the data workshop informed discussions during an in-person Strategic Planning Retreat on September 30, 2022. Attended by 41 representatives from across NOCE, the retreat focused on strategic priorities, mission alignment, and evidence-based planning and included the following steps:

- Purposes and characteristics of sound planning
- Review of positive characteristics of NOCE and success stories from the past three years
- Implications of the NOCE Mission, Vision, and Values drawn from a visioning activity
- Themes and implications drawn from three pre-retreat events, summaries of which were distributed to participants for review before the Retreat:
 - Structured discussion with NOCE executive leadership and program directors
 - Structured discussion with NOCE faculty leadership
 - A broadly representative institutional effectiveness Data Workshop
- Priorities of the existing Strategic Plan Objectives



Collaborative Engagement

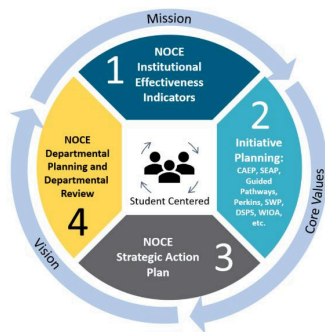
Breakout sessions yielded the following actionable themes that laid the foundation for the institutional strategic goals. A thematic analysis of the retreat results yielded seven most common themes and nine themes below the top tier but still above the mean in frequency:

- Research/data
- Professional growth, learning, and development
- Meeting student needs
- Diversity, equity, inclusion, accessibility, antiracism
- Campus climate:
 - Employee experience, mental health, morale
- Institutional communications
- Innovation in processes, structures, programs, or services
- Collaboration and reducing organizational silos
- Curriculum development
- Integrated planning and resource allocation, program review
- Human resources:
 - Staffing, recruitment, hiring, onboarding, workload, and capacity issues
- Planning, evaluation, and improvement
- Change management
- Enrollment management structures and processes
- Student services
- Community connections and partnerships

Strategic Plan and Institutional Effectiveness

NOCE's institutional effectiveness process is a comprehensive framework designed to align planning, evaluation, and continuous improvement. This process consists of four interconnected components:

NOCE Institutional Effectiveness Model



1. Institutional Effectiveness Indicators
 - a. These quantitative metrics measure institutional performance and provide a data-driven foundation for decision-making.

2. Initiative Planning
 - a. Focused on specific programs and initiatives, this component ensures targeted efforts are aligned with institutional priorities and resources.
3. NOCE Strategic Plan
 - a. The Strategic Plan operationalizes the institutional goals and objectives, detailing measurable steps for implementation.
4. NOCE Departmental Planning and Review
 - a. This cyclical process engages departments in self-assessment, planning, and evaluation to contribute to broader institutional goals.

Strategic Plan Process and Outcomes

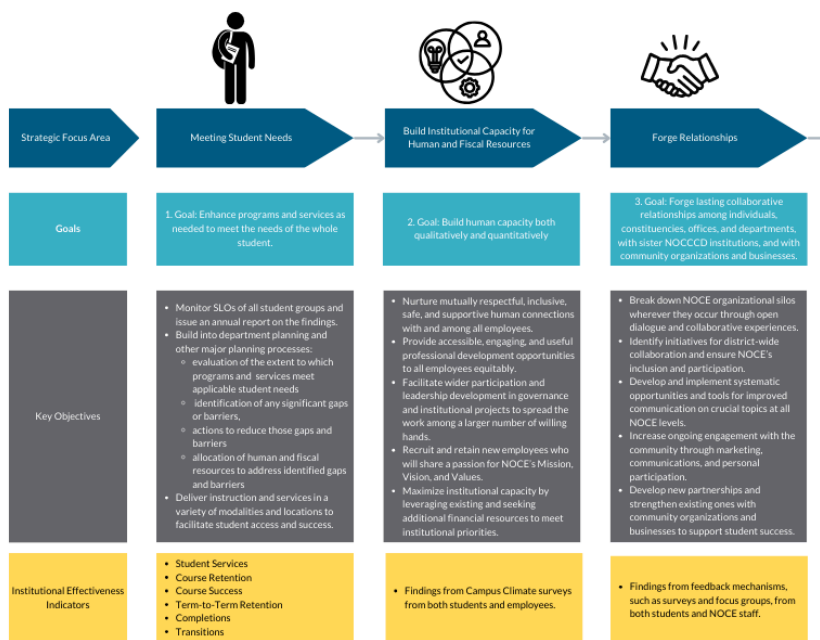


Strategic Plan and Institutional Effectiveness

The following chart illustrates how each Strategic Goal and its associated objectives are mapped to corresponding Institutional Effectiveness Indicators. This alignment ensures that every effort is targeted, progress is measurable, and institutional vision is attainable.

- **Strategic Goal:** A high-level priority guiding NOCE's long-term vision.
- **Strategic Objectives:** Focused deliverables under each goal.
- **Institutional Effectiveness Indicators:** Metrics that evaluate progress and outcomes.

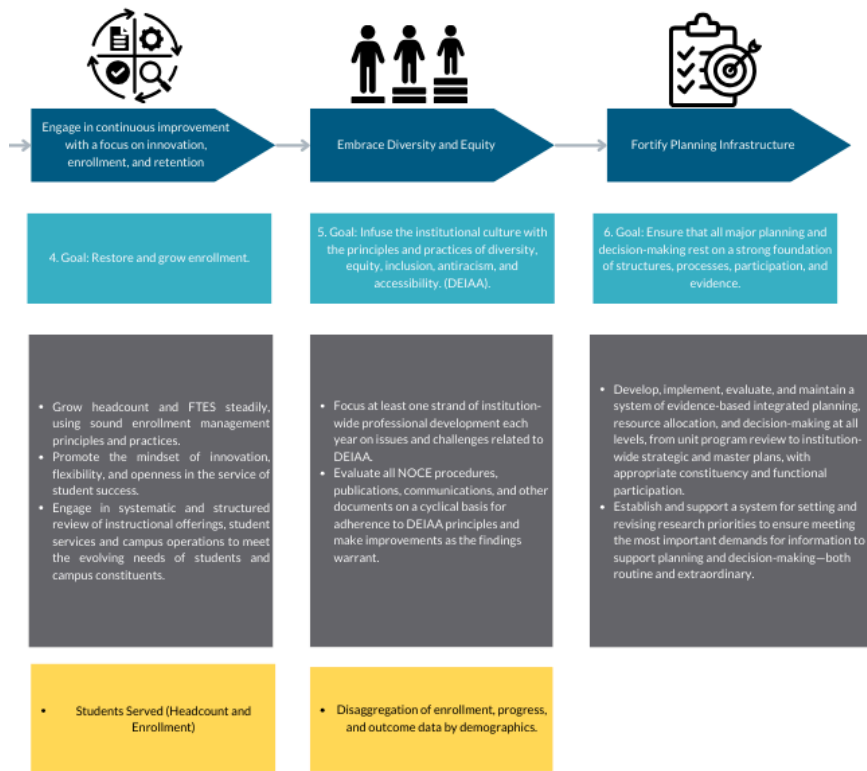
This structured approach not only fosters transparency and accountability but also reinforces NOCE's commitment to meaningful, measurable progress in serving students and the community effectively.

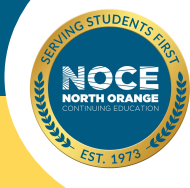


Strategic Plan Process and Outcomes



Strategic Plan and Institutional Effectiveness





Evaluation Timeline and Process

Annual Campuswide Strategic Planning Forum:

- Purpose: A collaborative event where stakeholders review progress on Action Steps under the Strategic Objectives.
- Actions:
 - Mark completed Action Steps and remove them from the plan.
 - Revise remaining Action Steps if warranted.
 - Add new Action Steps aligned with the Strategic Objectives.

Annual Institutional Effectiveness Report:

- Produced at the end of each year in the three-year planning cycle.
- Demonstrates progress and improvement in outcomes, as measured by Institutional Effectiveness Indicators (IEI).

End-of-Cycle Evaluation Report:

- Compiles three-year IEI trends to assess overall success.
- Serves as the foundation for certifying the completion of the Strategic Plan.

Shared Governance Oversight:

- President's Cabinet reviews outcome data and certifies the plan's completion.
- Hosts annual updates presented by committee chairs responsible for achieving the Strategic Objectives.

Strategic Plan 2023-2026



Strategic Focus Area: Meet Student Needs

Goal 1: Enhance programs and services as needed to meet the needs of the whole student.

Objective 1: Monitor SLOs of all student groups and issue an annual report on the findings.

Measures: Data gathered; annual report produced, disseminated, and widely discussed.

Champion: Responsible: SLO Coordinator; Consulted: Director of Institutional Research and Planning (OIRP), Academic Senate, VPs, Associate Deans, President's Cabinet

Committee: SLO Workgroup

Action Steps/Timeline:

1. Promote a Data-Driven Culture: Cultivate a culture that prioritizes collecting and examining student assessment data, fostering discussions that are informed by this data to enhance student learning outcomes.
2. Collaborate with the IT department to streamline SLO data collection protocols and partner with the Office of Institutional Research and Planning (OIRP) to visualize and interpret the data effectively.
3. Provide comprehensive training sessions on the new system to ensure proficiency in using the Canvas Mastery Gradebook for SLO management.

Strategic Focus Area: Meet Student Needs

Goal 1: Enhance programs and services as needed to meet the needs of the whole student.

Objective 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.

Measures: Evaluation results, gap analyses, and action plans produced; successive evaluation results compared to gauge progress.

Champion: Responsible: OIRP Director; Consulted: Curriculum Committee, Academic Senate, Institutional Effectiveness Committee (IEC)

Committee: Institutional Effectiveness Committee

Action Steps/Timeline:

1. Create a data resource “hub” that departments can tap into that houses student need data. This can include the most recent student surveys and any other relevant needs data.
2. Incorporate the following themes into the annual evaluation process for Departmental Planning and Review through surveys and feedback forms:
a) Identifying program and service needs; b) Identifying significant gaps or barriers; c) Building and executing action plans
3. Incorporate and execute the development of departmental action plans into the current NOCE Departmental Planning and Review process.
4. Departments implement action plans.

Strategic Focus Area: Meet Student Needs

Goal 1: Enhance programs and services as needed to meet the needs of the whole student.

Objective 3: Deliver instruction and services in a variety of modalities and locations to facilitate student access and success.

Measures: Census of modalities and locations produced; access and success data disaggregated by modality and location. Determine if current modalities and locations for instruction and services meet student demand. Survey support for Distance Education Modalities for faculty and students.

Champion: Responsible: VPI, VPSS; Consulted: Management Team

Committee: Associate Deans and Directors Team

Action Steps/Timeline:

1. Institutionalize ongoing support for all instruction delivery and student services models.
2. Develop a website for students to access free downloadable instructional materials.
3. Use the template from the UDW FasTrack events and offer the same pop-up onboarding option to a broader range of community partners.
4. Implement a student navigator program.
5. Reinstate mid-term and end-of-the term student surveys in DE classes.

Strategic Focus Area: Build Institutional Capacity for Human and Fiscal Resources

Goal 2: Build human capacity both qualitatively and quantitatively.

Objective 4: Nurture mutually respectful, inclusive, safe, and supportive human connections with and among all employees.

Measures: Climate survey administered; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: President, Executive Assistant; Consulted: Accreditation Chair, VPI, VPSS, OIRP, DEIAA Committee, President's Cabinet, Academic Senate, Management Team

Committee: President's Cabinet

Action Steps/Timeline:

1. Review and update campus climate survey to collect data on inclusive experience by employees and students.
2. Facilitate development of community agreements in NOCE's key decision-making committees.
3. Facilitate review of the campus climate survey results and development of Action Steps based on the findings.
4. Hold a joint training for managers and faculty on effective shared governance practices.

Strategic Focus Area: Build Institutional Capacity for Human and Fiscal Resources

Goal 2: Build human capacity both qualitatively and quantitatively.

Objective 5: Provide accessible, engaging, and useful professional development opportunities to all employees equitably.

Measures: PD participation rates; PD and onboarding evaluations administered; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: ProD Chair, Accreditation Co-Chairs; Consulted: SLO Coordinator, DE Coordinator, President's Cabinet, ProD Committee Academic Senate, Curriculum Chair

Committee: ProD Committee

Action Steps/Timeline:

1. Pay adjunct faculty for their participation in fall and spring flex events.
2. Identify applicable learning outcomes aligned with systemic gaps for every PD activity.
3. Identify Professional Learning Communities (PLCs) within NOCE and support them with relevant training and resources.
4. Include data from student surveys in planning PD activities.
5. Develop a repository of ProD materials on the NOCE website.

Strategic Focus Area: Build Institutional Capacity for Human and Fiscal Resources

Goal 2: Build human capacity both qualitatively and quantitatively.

Objective 6: Facilitate wider participation and leadership development in governance and institutional projects to spread the work among a larger number of willing hands.

Measures: Census of participation; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: President, Academic Senate President; Consulted: Academic Senate, Management Team

Committee: Academic Senate

Action Steps/Timeline:

1. Facilitate wider participation and leadership development in governance and institutional projects to spread the work among a larger number of willing hands.
2. Define expectations of participation in various committees and groups and ways to measure effective participation.
3. Develop and implement annual curriculum development training and establish one-on-one curriculum assistance office hours.

Strategic Focus Area: Build Institutional Capacity for Human and Fiscal Resources

Goal 2: Build human capacity both qualitatively and quantitatively.

Objective 7: Recruit and retain new employees who will share a passion for NOCE's Mission, Vision, and Values.

Measures: Recruitment and retention patterns; new-employee survey administered; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: President, WASC Co-Chairs; Consulted: Academic Senate Executive Team, VPI, VPSS, Management Team, Admin Assistants, Campus Communications

Committee: President, WASC Co-Chairs

Action Steps/Timeline:

1. Develop NOCE onboarding process for new employees including expectations for participating in shared governance.
2. Develop a list of individuals' expertise and special skills for Professional Learning Communities.

Strategic Focus Area: Build Institutional Capacity for Human and Fiscal Resources

Goal 2: Build human capacity both qualitatively and quantitatively.

Objective 8: Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities.

Measures: Annual report on all grant and categorical funding source; NOCE budget development process including steps and timeline; aligned General Fund and CAEP position request timeline.

Champion: Responsible: Director, Administrative Services; Consulted: Associate Deans, Budget and Facilities Planning Committee

Committee: Budget and Facilities Planning Committee

Action Steps/Timeline:

1. Secure additional grants to provide resources for innovative solutions.
2. Revise budget planning processes to ensure that it is driven by departmental review findings and schoolwide strategic priorities.
3. Align budget planning and position request timelines across all funding sources.
4. Develop compendium of all funding for NOCE.
5. Supplement General Fund with eligible grants and categorical programs to increase staffing capacity.

Strategic Focus Area: Forge Relationships

Goal 3: Forge lasting collaborative relationships among individuals, constituencies, offices, and departments, with sister NOCCCD institutions, and with community organizations and businesses.

Objective 9: Break down NOCE organizational silos wherever they occur through open dialogue and collaborative experiences.

Measures: Increased opportunities for open dialogue and collaboration.

Champion: Responsible: President, VPI, VPSS, Academic Senate President;
Consulted: Management Team, Academic Senate, Registration Team

Committee: President's Cabinet

Action Steps/Timeline:

1. Prioritize participation in collaborative experiences.
2. Brainstorm opportunities where we can embed open dialogue and collaborative activities.
3. Identify practices and processes that are time consuming and consider changes (i.e. renew focus on effective meetings and email guidelines).

Strategic Focus Area: Forge Relationships

Goal 3: Forge lasting collaborative relationships among individuals, constituencies, offices, and departments, with sister NOCCCD institutions, and with community organizations and businesses.

Objective 10: Identify initiatives for district-wide collaboration and ensure NOCE's inclusion and participation.

Measures: New partnerships and collaboratives resulting in increased NOCE student participation in instruction or services. Adult dual enrollment program.

Champion: Responsible: President, VPI, VPSS, Academic Senate President;
Consulted: Student Leadership Team, Academic Senate, Management Team

Committee: Academic Senate

Action Steps/Timeline:

1. Develop an adult dual enrollment program.
2. Connect with counterparts at the colleges for relationship building.
3. Identify county-wide workgroups and ensure NOCE representation.

Strategic Focus Area: Forge Relationships

Goal 3: Forge lasting collaborative relationships among individuals, constituencies, offices, and departments, with sister NOCCCD institutions, and with community organizations and businesses.

Objective 11: Develop and implement systematic opportunities and tools for improved communication on crucial topics at all NOCE levels.

Measures: Climate and topical surveys administered; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: President, Academic Senate President, Accreditation Chairs, DEIAA Chair; Consulted: OIRP, VPI, VPSS, AS Executive Team (C) Academic Senate, President's Cabinet (I)

Committee: President's Cabinet

Action Steps/Timeline:

1. Facilitate an annual strategic-conversation event on the topics related to the NOCE Strategic Plan.
2. Re-Launch Information Depot as a repository of institutional policies, procedures, and committee updates.
3. Establish regular meetings with committee chairs to exchange information, develop common expectations and practices for interaction during the committee meetings.
4. Implement a system for regular communication about school updates to students through newsletters.
5. Create an inclusive Moral Courage Program.

Strategic Focus Area: Forge Relationships

Goal 3: Forge lasting collaborative relationships among individuals, constituencies, offices, and departments, with sister NOCCCD institutions, and with community organizations and businesses.

Objective 12: Increase ongoing engagement with the community through marketing, communications, and personal participation.

Measures: Community and participants surveys administered; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: Director, Campus Communications; Consulted: OIRP, Community Relations Workgroup, President's Cabinet (I)

Committee: Community Relations Workgroup

Action Steps/Timeline:

1. Develop a strategic outreach and community engagement plan that includes staffing, hosting regular community partner collaboration event(s), developing systems for implementing community outreach, and developing systemic plans for regular communication with partners.
2. Strengthen NOCE branding across the institution that includes implementing student and staff brand ambassador training and developing a toolkit of marketing materials for NOCE programs.
3. In collaboration with Admissions and Records, Student Services, and Research, develop and implement a process and database for collecting contact information for potential students and follow them through enrollment and registration. This process would include personnel roles and department responsibilities.
4. Survey students, staff, and partners about media and communication preferences.
5. Develop an in-reach plan for existing NOCE students.

Strategic Focus Area: Forge Relationships

Goal 3: Forge lasting collaborative relationships among individuals, constituencies, offices, and departments, with sister NOCCCD institutions, and with community organizations and businesses.

Objective 13: Develop new partnerships and strengthen existing ones with community organizations and businesses to support student success.

Measures: Report on partnerships and grants and resulting benefits for students.

Champion: Responsible: President, VPI, VPSS; Consulted: Management Team, Faculty

Committee: Community Relations Workgroup

Action Steps/Timeline:

1. Conduct annual Partners' Breakfast event with the goal of extending the network of partners and matching the partners with NOCE programs and services.
2. Offer annual job fair for NOCE students.
3. Expanded the network of internship sites.
4. Develop an apprenticeship program.
5. Participation in regional SWP projects, etc.

Strategic Focus Area: Engage in continuous improvement with a focus on innovation, enrollment, and retention.

Goal 4: Restore and grow enrollment.

Objective 14: Grow headcount and FTES steadily, using sound enrollment management principles and practices.

Measures: Increase in headcount and FTES, disaggregated by special populations; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: VPI /VPSS; Consulted: OIRP, Associate Deans, Director of Administrative Services

Committee: No committee

Action Steps/Timeline:

1. Deliver professional development activities on enrollment management practices and tools in relevant meetings and trainings.
2. Develop a NOCE Enrollment Management Plan.
3. Identify a variety of methods to incentivize the application of effective enrollment strategies among management and faculty.

Strategic Focus Area: Engage in continuous improvement with a focus on innovation, enrollment, and retention.

Goal 4: Restore and grow enrollment.

Objective 15: Promote the mindset of innovation, flexibility, and openness in the service of student success.

Measures: Annual showcase of innovation; applicable student success data analyzed; results disseminated.

Champion: Responsible: ProD Chair, President; Consulted: ProD Committee President's Staff, President's Cabinet, Academic Senate

Committee: Professional Development (ProD) Committee

Action Steps/Timeline:

1. Host a program showcase event to share innovations for enrollment growth and student support. Include annual innovation/adaptability awards. (May 2025)
2. Designate budget to promote innovative practices.
3. Develop professional learning communities (PLCs) to promote teamwork and targeted professional development.
4. Engage WASC captains and co-captains in identifying areas for innovative strategies.
5. Facilitate partnership between BTIC and Rising Scholars programs.

Strategic Focus Area: Engage in continuous improvement with a focus on innovation, enrollment, and retention.

Goal 4: Restore and grow enrollment.

Objective 16: Engage in systematic and structured review of instructional offerings, student services and campus operations to meet the evolving needs of students and campus constituents.

Measures: Annual report of the Curriculum Committee; completers survey administered; results analyzed and disseminated; applicable improvements implemented. Department planning & review reports have evidence of action steps to meet the identified gaps.

Champion: Responsible: Curriculum Chair, VPI, VPSS, Director, Admin Services; Consulted: Curriculum Committee, Academic Senate, Management Team

Committee: Budget and Facilities Planning Committee

Action Steps/Timeline:

1. Develop a schoolwide cycle of Program Review for curriculum to ensure rigor and relevance of NOCE course offerings.
2. Develop a review process of student services supporting each of the momentum points of student journey: onboarding, persistence, completion, and transition.
3. Develop a yearly process for facility planning.
4. Establish performance improvement teams to address gaps in continuous improvement.

Strategic Focus Area: Engage in continuous improvement with a focus on innovation, enrollment, and retention.

Goal 4: Restore and grow enrollment.

Objective 17: Focus at least one strand of institution-wide professional development each year on issues and challenges related to DEIAA.

Measures: Schedule of and participation in applicable PD strands; PD evaluations administered; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: ProD Committee Chair, DEIAA Committee Chair; Consulted: DEIAA Committee, ProD Committee, Executive Leadership, Academic Senate Leadership, Management Team

Committee: DEIAA Committee

Action Steps/Timeline:

1. Include a DEIAA topic at each flex event in fall and spring.
2. Include a DEIAA learning outcome statement for every PD activity.
3. Promote District DEIAA focused PD activities at NOCE.
4. Create activity for equity awareness, example: 21-Day campaign, RSSC.

Strategic Focus Area: Embrace Diversity and Equity

Goal 5: Infuse the institutional culture with the principles and practices of diversity, equity, inclusion, antiracism, and accessibility (DEIAA).

Objective 18: 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.

Measures: Annual report on evaluation findings and resulting improvements.

Champion: Responsible: DEIAA Committee Chair; Consulted: DEIAA Committee, President's Cabinet, Academic Senate

Committee: DEIAA Committee

Action Steps/Timeline:

1. Create a scorecard of DEIAA criteria that can be used for all NOCE procedures or fulfill the objective.
2. Identify policies and procedures, develop a timeline and responsible parties.

Strategic Focus Area: Fortify Planning Infrastructure

Goal 6: Ensure all major planning and decision-making rest on a strong foundation of structures, processes, participation, and evidence.

Objective 19: 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.

Measures: System documentation at each level; census of participation; rubric-based evaluation of effectiveness by stakeholders; results analyzed and disseminated; applicable improvements implemented.

Champion: Responsible: President, OIRP Director; Consulted: Academic Senate, President's Cabinet, IEC, Committee on Budget and Facility Planning, SEA Committee, Technology Committee, NOCRC Director

Committee: Institutional Effectiveness Committee

Action Steps/Timeline:

1. Review research and best practices in integrated planning models and update the NOCE integrated planning model to include major institutional plans.
2. Develop and implement a resource allocation model tied to the Program Review as well as Departmental Planning and Review findings.
3. Continue to create intentional spaces for decision-making at all levels where data is at the forefront of the decision-making conversation. This can include data workshops, data resources, trainings on dashboards, etc. This timeline is ongoing.

Strategic Focus Area: Fortify Planning Infrastructure

Goal 6: Ensure all major planning and decision-making rest on a strong foundation of structures, processes, participation, and evidence.

Objective 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.

Measures: System documentation; report of research production by priority level.

Champion: Responsible: OIRP Director; Consulted: Institutional Effectiveness Committee, Executive Leadership, Academic Senate

Committee: Institutional Effectiveness Committee

Action Steps/Timeline:

1. Incorporate a discussion within IEC about setting initial research priorities.
2. Establish a process/mechanism, in collaboration with IEC, to identify annual NOCE Research Priorities.
3. On a regular basis update ongoing research projects that are in progress and completed that align with the Annual Research Priorities- these will be regularly updated and shared through IEC.
4. Review and revise research priorities and continuously improve the system to prioritize research needs based on continuous feedback (i.e. qualitative and quantitative) from key NOCE stakeholders (i.e. management, faculty, students, classified, other).



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The North Orange County Community College District's (NOCCCD) North Orange Continuing Education (NOCE) Administrative Offices are located at 1830 W. Romeña Drive in Anaheim, California 92801. For more information, call 714.808.4665 or visit www.nocce.edu. It is the policy of NOCCCD to provide an educational, employment, and business environment in which no person shall be unlawfully subjected to discrimination or sexual harassment, nor unlawfully denied full and equal access to the benefits of District programs or activities on the basis of ethnic group identification, national origin, religion, age, gender, race, color, ancestry, sexual orientation, marital status or physical or mental disability as defined and prohibited by state and federal statutes. The District is also committed to maintaining campuses that are free of harassment, drugs and alcohol. To read the entire NOCCCD nondiscrimination statement, see the policy in the General Information section on the back of the NOCE class schedule.