



NORTH ORANGE CONTINUING EDUCATION MID-CYCLE REPORT

**1830 W. Romneya Drive
Anaheim, CA 92801**

June 2026

**Accrediting Commission for Schools
Western Association of Schools and Colleges**

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1: School Description

North Orange Continuing Education (NOCE), a standalone noncredit institution within the North Orange County Community College District (NOCCCD), has served the region for more than 50 years by providing accessible, tuition-free, high-quality educational programs that support adult learners in achieving academic, career, and personal goals. As one of the largest and most extensive noncredit continuing education providers in California, NOCE annually serves more than [16,000](#) students across three main Centers, the Anaheim Campus, Cypress Center, and Wilshire Center, as well as over 100 community-based instructional sites and an expanding array of online learning options. NOCE is [fully accredited](#) by the Accrediting Commission for Schools, Western Association of Schools and Colleges (ACS WASC), and maintains a strong commitment to institutional effectiveness, student learning, and equitable access.

NOCE offers a broad spectrum of [programs](#) designed to meet diverse community needs, including Adult Basic Education and high school completion pathways; English as a Second Language and citizenship preparation; short-term vocational Career Technical Education certificates aligned with regional workforce demands; programs and services supporting adults with disabilities; and enrichment and lifelong learning opportunities for older adults and the broader community. These programs are supported by comprehensive student services such as counseling, assessment, tutoring, learning labs, accessibility support, assistance with basic needs and mental health, and career guidance, all aimed at facilitating student progress and successful transitions to employment, higher education, or increased self-sufficiency.

Guided by its mission to provide relevant, student-centered, and transformative educational opportunities, NOCE emphasizes equity, innovation, and continuous improvement. The institution regularly engages in data-informed planning, departmental review, and collaborative decision-making processes to ensure that offerings and support services remain responsive to evolving community and labor-market needs. Through its focus on accessibility, inclusivity, and student success, NOCE continues to play a vital role in strengthening the educational, economic, and social well-being of North Orange County and surrounding communities.

2: Significant Changes and Developments

Since the 2023 Self-Study, NOCE has expanded its [Distance Education](#) (DE) infrastructure by hiring an Instructional Designer (Spring 2023) and a DE Director (Summer 2025). The Academic Senate established a [Distance Education Committee](#) to replace the former advisory group and strengthen governance of online instruction. The committee revised the [Online Teaching Certification Equivalency](#) process and broadened professional development to support instructional quality across all teaching modalities.

In November 2025, the Academic Senate approved a new [Instructional Program Review](#) framework, with a pilot scheduled for Spring 2026. The framework formalizes program-level evaluation of enrollment, retention, and completion trends and integrates curriculum

standards, equity considerations, and data to inform program planning and improvement. To support implementation, the Curriculum Committee is expanding faculty training on program review and curriculum standards. A comprehensive training held during Winter Recess 2025 covered CurricUNET, Course Outlines of Record (CORs), and the curriculum approval process. Further training is being planned during 2026 to strengthen faculty understanding of COR development, alignment with institutional and accreditation expectations, and training on CourseDog as we transition from CurricUNET.

NOCE also improved its Student Learning Outcomes (SLO) processes by transitioning from eLumen to Canvas's Learning Mastery Gradebook as the official assessment platform. Following training and process refinements, faculty participation increased from 15,527 in Fall 2024 to 30,197 in Spring 2025. Additional accomplishments include publication of the updated [SLO Handbook](#) Fall 2025 and completion of the 2024–2025 [SLO Report and Faculty Engagement Summary](#).

Campus Communications enhanced consistency in institutional messaging by providing NOCE Ambassador Training for employees and student leaders by developing a centralized branding webpage containing official templates, style guides, accessibility resources, and communication tools.

Counseling and Student Services expanded holistic student support through initiatives such as the Student Success Navigator Program, the [CARE Team](#), [Rising Scholars](#), [Pride Space](#), [Emotional Wellness Workshops](#) and TimelyCare. NOCE also provides students with non-perishable food, fresh produce, day-to-day necessities, and resource information through the [NOCE Food Pantry](#). The department continues to facilitate student representation through the Student Trustee and Student Leaders Program. The NOCCCD Board of Trustees established the NOCE Student Trustee position to ensure equitable representation in the district's policy making.

3: Engagement of Educational Partners in Continuous School Improvement

Progress of the [North Orange County Regional Consortium for Adult Education](#) (NOCRC) CAEP Three-Year Regional Adult Education Plan (2025–2028) is ensured through the integration of Three-Year Plan goals into the Consortium's Annual Plans. The NOCRC Executive Committee, which includes all eight consortium members: six K-12 districts, one regional occupational program (ROP), and a county office of education, meets monthly to monitor progress and holds an annual meeting to review the prior year's plan and establish goals for the subsequent year.

Additionally, the NOCE Office of Research and Planning publish an annual evaluation report assessing the effectiveness of all CAEP strategies implemented by NOCE. This report is distributed to and reviewed by the North Orange County Regional Consortium (NOCRC) Executive Committee, ensuring transparency, data-informed decision-making, and continuous improvement at the regional level.

4: Progress on the Implementation of the Schoolwide Action Plan

Growth Area 1- Engage all staff in the review and revision of the School-Wide Action Plan. To support streamlined monitoring, the Schoolwide Action Plan was intentionally aligned with the NOCE Strategic Plan, allowing progress to be tracked across both institutional frameworks. Action Plan and Strategic Plan Champions assigned to facilitate action steps in both plans meet regularly throughout the year to report on progress. In addition, NOCE conducts annual schoolwide strategic planning retreats to gather feedback from all NOCE constituent groups regarding progress and recommended revisions to either plan. Any revisions are formally approved through Academic Senate and President's Cabinet processes. Foundational structures have been established, and annual SLO assessment cycles are now underway. Flex Day activities have offered ongoing professional development in crafting effective SLOs, while an annual SLO assessment cycle, supported by department-level review processes, has been implemented to ensure consistent evaluation and improvement.

Growth Area 2- Develop inclusion of adjunct faculty members for programmatic input and overall participation as a stakeholder group. Inclusion of adjunct faculty in Program Review is progressing through the development of initial structures designed to support their meaningful participation. Work has begun to build a system that integrates adjunct faculty into [Departmental Review and Planning](#) processes, ensuring their perspectives and expertise are represented. Additionally, compensation mechanisms and committee structures are being aligned to facilitate and encourage adjunct engagement, laying the groundwork for more equitable and inclusive involvement moving forward.

The recently negotiated Adjunct Faculty United (AFU) contract allows compensation for adjunct faculty participation in bi-annual departmental convenings, Academic Senate, and Distance Education and Curriculum committees. This change in contract has resulted in increased adjunct faculty engagement and participation.

Growth Area 3- Strengthen the culture of belonging, transparency, and teamwork. Belonging, transparency, and teamwork have shown strong progress, particularly in the areas of onboarding, communication, and involvement. The [NOCE Information Depot](#) has been substantially expanded with a wide range of onboarding videos and materials, and work is underway to develop a comprehensive school-wide policy and procedure hub. Plans are also in place for a communication campaign to promote wider use of the Information Depot among all staff. In addition, the NOCE Decision-Making Resource Manual was created to support clarity and collaboration. Cross-departmental initiatives, such as the Academic Leadership Team consisting of faculty leads and academic managers, and ambassador training programs have also been launched and piloted, further strengthening teamwork and institutional connection. Also, the [WASC Leads team](#) was established to ensure consistent collaboration and effective communication regarding accreditation deliverables, including the Action Plan, Mid-cycle Report, and Self-Study.

Growth Area 4- Develop a school-wide cycle of Program (Curriculum) Review to ensure rigor and relevance of NOCE course offerings. The development of a school-wide [program review cycle](#) is progressing steadily, with both the framework and evaluation systems taking shape. A pilot group will be going through the program review process Spring 2026. Workgroups are currently identifying indicators for distance education and online services, while the Institutional Effectiveness Committee has deployed the [Departmental Planning and Review Process](#) to evaluate administrative departments. A comprehensive program review framework, complete with equity indicators and an institutional calendar, is in development to guide consistent and meaningful assessment. Plans are in place to provide faculty training on program review processes and curriculum standards, including stipends to support adjunct participation. Additionally, regular faculty training on course design is being planned to promote continuous improvement in instructional quality.

Growth Area 5- Institutionalize ongoing support for all instruction delivery and student service models. Institutional support for instructional delivery and student services has advanced significantly, with major distance education (DE) infrastructure now in place and continued expansion underway. A permanent Instructional Designer and Distance Education Director have been hired, ensuring long-term sustainability for [DE initiatives](#), while Peer Online Course Review (POCR) implementation and faculty training in both online instruction and counseling services are progressing. Hyflex instruction has been successfully piloted, with additional course sections scheduled, and the new online orientation has been developed, tested, and prepared for full implementation. Additional support, such as technology navigation resources, was established through the [Career Skills and Resource Lab](#), and [Laptop and Hotspot Loan Program](#), and enhanced faculty collaboration structures are currently in development. Plans are also moving forward to centralize student support centers in both in-person and online formats. Furthermore, efforts are being made to streamline student onboarding and broaden the use of Open Educational Resources (OER), reinforcing equitable access and student success.

Growth Area 6- Engage all departments in regular review of student learning data. With the transition from eLumin to Canvas, regular review of student learning data is advancing as NOCE expands its SLO infrastructure and strengthens reporting practices. Each department has a faculty SLO designee who provides discipline-specific support and guidance. Beginning Spring 2026, NOCE is integrating a short SLO data conversation into every department meeting using Data Conversation Prompts ([SLO Data Facilitation Guide](#)) alongside SLO achievement and faculty engagement reports. Departments follow a rotating three-meeting cycle (Participation, Modality and Outcomes, and Data Quality) for 10–15 minutes per meeting to support consistent implementation. SLOs are being mapped to specific skills to enable clearer, more actionable analysis, and the institution is establishing consistent, measurable SLOs across NOCE. Training in curriculum mapping and assessment is being developed to strengthen faculty capacity, and a recurring SLO orientation for new faculty began in 2025. NOCE also conducts annual reviews of the Action Plan and SLO achievement data, with key discussion takeaways and next steps documented in department minutes and elevated through Associate Dean meetings to inform continuous improvement and decision-making.

Growth Area 7- Expand opportunities for student engagement to increase a sense of acceptance and belonging. Student engagement and belonging efforts are steadily advancing as NOCE builds the infrastructure needed to support long-term student involvement and connection. Plans are underway to establish student affinity clubs and explore the development of a mentorship program, while the [Student Leadership Program](#) continues to expand with the long-term goal of forming a Student Associated Body. NOCE has also initiated student representation on district committees, ensuring that learners have a voice in institutional decision making. NOCE's first [Student Trustee](#) was voted in during the 2024-2025 school year to advocate for student interests and act as a vital connection between the NOCE Board of Trustees and the student community. Student ambassador training took place in Fall 2025, and a virtual job bulletin was created to centralize employment opportunities from NOCE and its partners. In addition, regular feedback from students and Associate Deans is being gathered to inform scheduling and better align offerings with student needs. In 2024-2025, NOCE piloted the Student Success Navigator initiative aimed to increase student engagement and retention through case management using an early alert system.

The [Helping Hand Clothing Closet](#) went through a remodel to create a more welcoming and store-like environment for students. If students have an interview, are starting a new job, or need an upgrade for their professional appearance, they can schedule an appointment with the [Aspire Attire Lounge](#). With the remodel, we have also included a section of everyday casual wear for students that are experiencing hardship.

Growth Area 8- Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities. Financial resource optimization is progressing as NOCE works to strengthen the alignment between funding strategies and institutional priorities. Starting fall 2025, NOCE implemented a class efficiency metric to optimize the use of ongoing funding. A long-term funding plan is being developed in preparation for the transition away from Hold Harmless funding, and efforts to secure additional grants and to leverage existing grants for personnel costs remain ongoing. [Budget planning processes](#) are being revised so that funding requests are directly connected to program review findings, ensuring more data – informed resource allocation. Additionally, a comprehensive compendium of NOCE funding sources is in development, and work is underway to align budget and position request timelines across all funding streams, promoting greater coherence and efficiency in financial planning.

Growth Area 9- Increase community engagement in supporting outreach, instruction, and student services. Community engagement and outreach efforts are advancing as NOCE develops the strategic tools and structures needed to strengthen its connection with the broader community. A comprehensive outreach and engagement plan is currently in development, incorporating effectiveness indicators to support ongoing assessment and improvement. A tool kit of marketing materials is being prepared for inclusion in the NOCE Information Depot, providing staff with consistent and accessible resources for outreach. Additionally, NOCE implemented a comprehensive Customer Relations Management system (CRM), Element 451, for tracking prospective students and assisting new students with

onboarding. The network of active partners was expanded to more than 300 members. One of the most noteworthy recently implemented partnerships was an agreement with [Serve the People](#) to provide mobile low-cost/cost-free clinics to students. [Power Up Fairs](#), offered during registration periods strengthen student engagement by connecting learners to critical community resources such as healthcare, social services, and community college partners, while increasing awareness of [NOCE programs](#).

In the spring of 2025, CTE purchased a dedicated [NOCE outreach van](#). This mobile unit will serve as a dynamic, rolling advertisement-bringing information, resources, and interactive experiences directly to the communities we serve while showcasing the wide range of programs we offer. Through these efforts, we aim to raise awareness, spark interest, and open doors to new opportunities in career education.

5: Revised Schoolwide Action Plan

In preparation for the review, NOCE refined its action plans across all criteria to ensure alignment with current institutional practices, structures, and priorities. Updates focused primarily on revising completion dates and identifying appropriate champions to reflect organizational changes, clarify accountability, and support more effective implementation. For Criterion 1, NOCE strengthened alignment between student learning outcome training, curriculum development, and the SLO assessment framework, while also adding a new action to improve access to institutional data. Criterion 2 revisions ensure that timelines and responsible parties accurately reflect current NOCE practices.

Under Criterion 3, language was clarified, and timelines were adjusted to broaden constituent engagement and promote deeper collaboration and shared understanding across the institution. Criterion 4 updates clarified action steps, revised reporting methods, and adjusted completion dates and champions to reflect the new distance education structure and timeline. These changes also underscored the importance of reviewing student services and intentionally including faculty in the process.

For Criterion 5, NOCE revised completion dates and champions and adjusted one identified growth area to establish a more realistic timeline for building institutional capacity. Criteria 6 and 7 updates reflected structural changes in distance education and the emerging organization of NOCE student life, respectively.

Finally, Criteria 8, 9, and 10 were updated to ensure continued alignment with evolving leadership roles, institutional structures, and approaches to student engagement and support, including the addition of a newly established leadership position under Criterion 9.



North Orange Continuing Education
Accreditation Mid Cycle Report
Revised Action Plan Explanation

May 26, 2026

Dear NOCCCD Board of Trustees,

In alignment with the Accrediting Commission for Schools, Western Association of Schools and Colleges (ACS WASC) commitment to continuous improvement and institutional effectiveness, attached is NOCE's 2023 Action Plan, which captures comprehensive updates and measurable progress achieved over the past three years in response to the recommendations from the most recent comprehensive accreditation review.

Building on this strong foundation, NOCE convened an Accreditation Action Plan Retreat on January 9, 2026, bringing together key stakeholders (staff, faculty, and students) to reflect, assess progress, and strategically refine priorities. As a result of this collaborative effort, the Action Plan has been thoughtfully revised to ensure continued alignment with institutional goals, evolving student needs, and ACS WASC standards for sustained, schoolwide improvement. The revisions focused on the Action Steps keeping the original Goals and Objectives intact. Revisions have been clearly indicated through highlighting to support an efficient review process. The revised Action Plan is included for your review.

Thank you,

Valentina Purtell, NOCE President

**North Orange Continuing Education
Action Plan**

Approved: President's Cabinet Meeting 4.18.23
Updated and approved: WASC Action Plan Retreat 1.9.26

Growth Area 1:		Engage all staff in the review and revision of the Schoolwide Action Plan, based on the SLOs achievement in all program areas will be necessary for sustained school improvement.				
WASC Criterion 1: School Mission and School-wide Learner Outcomes.						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Collaborate with ProD to ensure ongoing training is available for faculty on writing effective SLOs.	Fall 2023	ProD Chair, SLO Coordinator	Facilities	Fall and Winter Flex Day activities.	Completed: bi-annual training at Flex Day events, weekly office hours, and monthly support activities at department meetings.
2.	Structure an annual SLO assessment cycle, including timeline, required deliverables, support resources.	Fall 2023	SLO Coordinator	Time	Department SLO action plans based on SLO assessment findings.	Completed: semester-based SLO assessment cycle established with check-in points mid-term.
3.	Annual review of SLO assessment report in every department.	Fall 2023	Associate Deans	Time	Department SLO action plans based on SLO assessment findings.	Completed: Annual SLO Report template developed. The 2024/25 report was distributed to every department.
4.	Implement an annual institutional effectiveness data summit.	Fall 2023	OIRP	Facilities	Data trends and implication report.	Completed: data review was included in the annual schoolwide strategic planning retreat.
Growth Area 2:		Develop inclusion of adjunct faculty members for programmatic input and overall participation as a stakeholder group.				
WASC Criterion 2: Governance, Organizational Infrastructure, and School Leadership.						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Develop a system of adjunct faculty participation in the Program Review and Departmental Review and Planning.	Spring 2023	Institutional Effectiveness Committee	Compensation Mechanism and Funds	Committee Charters.	Completed: Program Review framework provides for adjunct faculty participation.

Growth Area 3:	Strengthen the culture of belonging, transparency, and teamwork.
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WASC Criterion 3: Faculty and Staff

STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Develop and implement an onboarding process for all new NOCE employees.	Fall 2023	President's Office, Administrative Professionals Team	Time, Technology	NOCE Information Depot	Completed: NOCE Information Depot has been populated with videos and PPT. Process to continue.
2.	Develop and implement a NOCE employee resource hub with school-wide policies and procedures	Fall 2023	President's Office	Time, Technology	NOCE Information Depot	In Progress: work began in 2021 and will continue.
3.	Create NOCE Information Depot campaign and announce it to all staff.	Fall 2023	President's Office	Time, Technology	NOCE Information Depot	Ongoing efforts to familiarize NOCE staff with Info Depot
4.	Adopt the practice of community agreements (norms of engagement) in all NOCE decision-making committees and groups.	Spring 2024	President	Time	Evidence of community agreements adopted by various committees.	Revised: it was recommended to consider adopting dialog guidelines instead.
5.	Develop a decision-making manual for NOCE.	Fall 2023	VPSS	Time	Action Plan	Completed: Decision-Making Manual posted in the Information Depot.
6.	Increase instances of cross-departmental and cross-institutional collaboration.	Spring 2024	VPI, VPSS, Academic Senate, Associate Deans	Time	Cross-departmental functional teams	Ongoing: Academic Leadership Team established, Associate Dean and Directors meetings
7.	Continue to implement the NOCE ambassador training.	Spring 2024	Director of Campus Comm, President's Office	Ambassador training materials, list of training participants.	Action Plan	January 2022: Miranda Bates and Julie Schoepf created ambassador training materials and piloted to the Administrative Professionals Team.

Growth Area 4:	Develop a school-wide cycle of Program (Curriculum) Review to ensure rigor and relevance of NOCE course offerings.
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WASC Criterion 4: Curriculum

STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Identify effectiveness indicators for DE courses and online student services.	Spring 2024	DE Advisory Workgroup	Time	Institutional Effectiveness Report	In Progress: Instructional Program Review framework includes effectiveness indicators for DE courses.
2.	Evaluate effectiveness of instruction and student services offered online.	Spring 2024	Institutional Effectiveness Committee	Time	Institutional Effectiveness Report	See above.

Growth Area 4:	Develop a school-wide cycle of Program (Curriculum) Review to ensure rigor and relevance of NOCE course offerings.
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WASC Criterion 4: Curriculum

STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
3.	Develop a program review framework, including curriculum standards, equity indicators, and a rotational calendar.	Spring 2024	Ease Learning Internal Project Manager, Curriculum Committee	Time, Technology	Program review guide and timeline.	Completed: Program Review framework was developed and implemented in Spring 2026.
4.	Develop and offer training to faculty on the program review process and curriculum standards.	Spring 2024	Ease Learning Internal Project Manager, Curriculum Committee	Facilities, Technology, Stipends for adjunct faculty	Evidence of faculty training, satisfaction survey results.	Ongoing: Flex Day included training on the newly developed Program Review framework.
5.	Solicit feedback from students representing different programs on the effectiveness of the current curriculum to meet their education goals.	Fall 2023 – Spring 2024	OIRP	Incentives for student participation	Focus group findings.	In-Progress: student survey and focus groups are underway in the Spring 2026 term.
6.	Develop and implement regular training for faculty on course design.	Spring 2024	DE Coordinator (POCR Lead Reviewer)	Time	Course design standards, evidence of faculty participation in training.	Ongoing: Instruction Designer is working in teams and individually with faculty designing new and revising existing DE courses.
7.	Develop a unified online curriculum and data collection process that spans all campuses.		Curriculum and DE Advisory Committee	Time	Action Plan	Completed: relevant data collection is included in the annual Program Review cycle.

Growth Area 5	Institutionalize ongoing support for all instruction delivery and student service models.
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WASC Criterion 5: Instruction

STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Establish a permanent staffing structure to sustain and maintain distance education program.	Fall 2023 – Spring 2026	VPI	Ongoing funding	President's Cabinet Action Plan	Completed: Instruction Designer position filled. Distance Education Director position filled.
2.	Implement ongoing training and development for instructional faculty offering DE classes and counseling faculty offering remote student services.	Spring 2024	DE Advisory, Associate Deans, ProD Committee	Time, Technology	Implementation of POCR for instructional faculty. Training for counseling faculty offering online services.	Ongoing: DE Director and Instruction Designer provide ongoing training and support.

Growth Area 5		Institutionalize ongoing support for all instruction delivery and student service models.				
WASC Criterion 5: Instruction						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
3.	Pilot Hy-Flex instruction and hybrid delivery models.	Fall 2024	DE Coordinator, Associate Deans of Instructional Programs, Academic Senate	Instructional Equipment Facilities	Hy-Flex class sections in schedule of classes, effectiveness evaluation.	In Progress: hy-flex pilot is scheduled for the Fall 2026 term.
4.	Institutionalize DE orientation course.	Fall 2023	DE Coordinator	Staff	Action Plan	Completed: online orientation already developed, piloted and ready for implementation.
5.	Develop a mechanism for just-in-time student support.	Spring 2024	DE Advisory Group	Staff	DE Plan	Addressing in 2026.
6.	Enhance computer and technology navigation assistance for new students taking online classes.	Fall 2023	DE Coordinator	Staff	Action Plan	Ongoing: the following support systems were established: Student Technology Support Services center and Career Skills and Resource Lab.
7.	Develop a formal faculty collaboration process to focus on enhancing instruction and support student achievement.	Spring 2024	President, Academic Senate	Staff	Action Plan	Completed: faculty collaboration structure was formalized in the Program Review framework.
8.	Create consistency throughout departments to ensure instruction is measured through the achievement of course objectives and SLOs.	Spring 2024	Vice President of Instruction SLO Coordinator Associate Deans	Staff	Action Plan	Completed: SLO assessment cycle and SLO assessment report template have been developed and implemented.
9.	Explore options for use, adaptation, and creation of open education resources (OER) with a goal of zero textbook cost to reduce costs for students.	Spring 2026	Academic Senate, Associate Deans, VPI	OER Database	List of courses that transitioned to OER library by discipline.	Ongoing: a faculty workgroup to establish OER standards and guidelines have been formed. The ESL Department is in the process of developing OER content.

Growth Area 5		Institutionalize ongoing support for all instruction delivery and student service models.				
WASC Criterion 5: Instruction						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
10.	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).	Spring 2024	VPI, VPSS Associate Deans Director, CSS	Time, space	Functionality of current separate physical locations combined into streamlined center at main sites and online (e.g., NOCE Learning Center, ESL Learning Center, Career Skills & Resource Lab).	Ongoing: in-person welcome center was established at the Anaheim Campus, including A&R, Counseling and Student Technology Support Services.
11.	Streamline student onboarding to reduce gap between enrollment, attendance, and participation in classes.	Spring 2024	VPI, VPSS Associate Deans, Registrar, Director of Campus Comm	Time	Increased attendance/participation, persistence, and achievement (e.g., course completions; certificates earned).	In Progress: soft launch of a CRM system with embedded new application is scheduled for summer, 2026.
Growth Area 6		Engage all departments in regular review of student learning data.				
WASC Criterion 6: Assessment						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Map SLOs to specific skills to facilitate outcomes reporting and analysis for continuous improvement.	Fall 2023	SLO Coordinator	Reassigned faculty time, technology	Annual SLO Report	Addressing in 2026.
2.	Create SLOs that are measurable, and consistent across NOCE, to allow for clear data collection among all departments for program evaluation.	Fall 2023	Associate Deans, SLO Coordinator	Reassigned faculty time, technology	Annual SLO Report	Ongoing faculty training (see Growth Area 1, Step 1) and peer review at the Curriculum Committee for all new and revised courses.
3.	Provide training to faculty on curriculum mapping and effective assessment of student learning.	Spring 2024	SLO Coordinator, POCR Lead Reviewer	Facilities, Technology, Stipends for adjunct faculty	Training course materials and evaluation.	Addressing in 2026.
4.	Provide SLO orientation and training to new faculty hires every term.	Fall 2025	SLO Coordinator, POCR Lead Reviewer, Associate Deans	Facilities, Technology, Stipends for adjunct faculty	SLO orientation faculty training course. Evidence of faculty’s completion of course.	Ongoing: department SLO champions provide training and support to the faculty of their disciplines.

Growth Area 6	Engage all departments in regular review of student learning data.
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WASC Criterion 6: Assessment

STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
5.	Ensure that all active courses have SLOs.	Spring 2025	Curriculum Committee, SLO Coordinator	Technology	Annual SLO Report	Ongoing: accountability systems include Curriculum Committee and Program Review Committee peer review to ensure existence and effectiveness of SLOs.
6.	Conduct annual review of the school-wide Action Plan completion progress.	Spring 2024	President	Time, Technology	President's Cabinet Minutes, Annual SLO Report.	Ongoing: review of the school-wide Action Plan is included in the annual NOCE Strategic Planning Retreat.
7.	Conduct annual review of school-wide SLO achievement data.	Spring 2024	President, SLO Coordinator	Time, Technology	President's Cabinet Minutes, Annual SLO Report.	Completed: 2024/25 SLO Report was presented to the Academic Senate and President's Cabinet. The same structure will continue moving forward.

Growth Area 7	Expand opportunities for student engagement to increase a sense of acceptance and belonging.
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WASC Criterion 7: Student Support Services

STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Establish student affinity clubs and explore the viability of a student mentorship program.	Spring 2026	Director, CSS	Facilities Staff	Student engagement webpage.	Addressing in 2026.
2.	Increase membership of Student Leadership Program with the goal of developing the NOCE Student Associated Body.	Spring 2026	Director, CSS	Time	Recommendations on AS body.	In Progress: The Student Leadership Team was expanded to ten active members. The Academic Senate appointed a faculty advisor.
3.	Implement student ambassador training.	Fall 2024	Director of Campus Comm	Incentives for students	Student ambassador training materials and participant roster.	Addressing in 2026.

Growth Area 7		Expand opportunities for student engagement to increase a sense of acceptance and belonging.				
WASC Criterion 7: Student Support Services						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
4.	Include NOCE student representation in the district’s decision-making committees.	Fall 2023	President	Time	Charters of district committees.	In Progress: District committee charters include NOCE student representation. However, students’ availability is limited.
5.	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.	Fall 2024	Associate Dean, CTE	Software	Virtual job bulletin.	Completed: virtual job bulletin “Handshake” was launched.
6.	Solicit Associate Deans and students’ feedback regularly to inform scheduling of in-person, hybrid, and online courses and student services.	Fall 2023 – Spring 2026	OIRP	Time	Survey and focus group findings.	Ongoing: topics on schedule planning are included in the bi-monthly meetings of associate deans. An annual survey on student experience in DE courses has been implemented.
Growth Area 8		Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities				
WASC Criterion 8: Resource Management						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Develop long-term funding plan that sustains current program and course offerings with the expectation that the hold harmless will be removed.	Spring 2024 – Fall 2025	President	NOCE AND NOCCCD Budget for 2025/26	President’s Cabinet, Budget and Facilities Committee.	In Progress: class efficiency metrics have been established and enforced, resulting in an 84% decrease in deficit.
2.	Secure additional grants to provide resources for innovative solutions.	Fall 2023 – Spring 2026	Associate Deans	Staff	NOCE budget.	Ongoing: applied for two additional grants, ELL Healthcare Pathways (state funds) and ETPP (federal funds). Secured the Fresh Success Grant to assist students with basic needs.

Growth Area 8		Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities				
WASC Criterion 8: Resource Management						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
3.	Review and revise budget planning processes to ensure that it's driven by departmental review findings and school-wide strategic priorities.	Fall 2023	Budget and Facilities Planning Committee	Time	Budget request templates to include findings from departmental reviews.	Completed: budget request templates have been revised.
4.	Develop a compendium of all funding sources available to NOCE, including eligibility requirements, contact person and expenditure timeline.	Fall 2023	Director, Administrative Services	Staff	Centralized listing of all funding sources.	Addressing in 2026.
5.	Align budget planning and position request timelines across all funding sources.	Fall 2023	Budget and Facilities Planning Committee	Time	School-wide budget planning cycle.	Completed; however, the position request process was suspended in 2025/26, due to budget uncertainty.
Growth Area 9		Increase community engagement in supporting outreach, instruction, and student services.				
WASC Criterion 9: Community Partnerships						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Develop a strategic outreach and community engagement plan. Develop indicators to review its effectiveness.	Fall 2023 – Spring 2025	Community Relations Team	Time, Staff	Community engagement section in annual marketing plan.	Addressing in 2026.
2.	Develop a toolkit of marketing materials for NOCE programs.	Spring 2024	Director of Campus Comm	Technology	Post toolkit in the NOCE Information Depot.	In Progress: NOCE Brand website was updated including a new marketing request ticket system. Branding package included for those that use Canva.
3.	Develop and implement a process and database for collecting contact information for potential students and follow them through enrollment and registration.	Fall 2023	Director of Campus Comm, Director, OIRP, Director, CSS	Software	Database of contact information for potential students, records of follow-up activities and course registration.	In Progress: a new CRM system is scheduled to be launched in the Summer 2026 term.

Growth Area 9		Increase community engagement in supporting outreach, instruction, and student services.				
WASC Criterion 9: Community Partnerships						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
4.	Expand career training based on local workforce and economic development input to increase opportunities for students.	Fall 2023 – Spring 2025	Associate Dean, CTE	Time, Surveys	CTE Advisory Committee, Action Plan	Ongoing: several new CTE certificates have been developed, including Applied AI, Solar Technician, Pharmacy Technician Advanced, and Project Management
Growth Area 10		Expand opportunities for student engagement to increase a sense of acceptance and belonging.				
WASC Criterion 10: Action Plan for Continuous Improvement						
STEPS TO ADDRESS GROWTH AREA		TIMELINE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	UPDATE
1.	Expand student input in the development and revisions of the school-wide Action Plan.	Fall 2023	President	Students	Notes from the Student Leadership meeting.	Ongoing: the school implemented a revised structure for Action Plan oversight by assigning responsible committees to lead the review of specific objectives. These committees include voting student representatives, ensuring systematic integration of student voice into institutional planning.

**North Orange Continuing Education
Action Plan**

REVISED: WASC Action Plan Retreat on January 9, 2026

NOTE: Revisions have been clearly indicated through highlighting to support an efficient review process.

Growth Area 1:	Engage all staff in the review and revision of the School-Wide Action Plan, based on the SLOs achievement in all program areas will be necessary for sustained school improvement.
NOCE Strategic Plan Reference	Objective 1: Monitor SLOs of all student groups and issue an annual report on the findings.

WASC Criterion 1: School Mission and Schoolwide Learner Outcomes.

STEPS TO ADDRESS GROWTH AREA		COMPLETION DATE	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Change
1.	Collaborate with ProD to ensure ongoing training on writing effective SLOs is available for faculty.	Spring 2026	ProD Chair, SLO Coordinator Curriculum Chair		Fall and Winter Flex Day activities	Align SLO training with curriculum development.
2.	Structure a term-based annual SLO assessment cycle, including timeline, required deliverables, and support resources.	Spring 2025	SLO Coordinator Associate Deans Department SLO Champions		Department SLO action plans based on SLO assessment findings	Align Action Plan Steps with the recently established SLO assessment framework, including roles and responsibilities.
3.	Establish a departmental review of the SLO report every term.	Spring 2026	Associate Deans Department SLO Champions		Department SLO action plans based on SLO assessment findings	Align Action Plan Steps with the recently established SLO assessment framework, including roles and responsibilities.
4.	Implement an annual review of institutional effectiveness. data summit.	Spring 2027	OIRP Institutional Effectiveness Committee	Facilities	Data trends and implication report	More accurate reflection of NOCE practices.

Growth Area 2:	Develop inclusion of adjunct faculty members for programmatic input and overall participation as a stakeholder group.
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WASC Criterion 2: Governance, Organizational Infrastructure, and School Leadership.

STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Develop a system of adjunct faculty participation in the Program Review process. Departmental Review, and Planning.	Spring 2026	Institutional Effectiveness Committee VPI Program Review Committee Associate Deans	Compensation Mechanism and Funds	Committee Charters	Reflect current NOCE practices.

Growth Area 3:		Strengthen the culture of belonging, transparency, and teamwork.				
NOCE Strategic Plan Reference		Objective 4: Nurture mutually respectful, inclusive, safe, and supportive human connections with and among all employees.				
NOCE Strategic Plan Reference		Objective 11: Develop and implement systematic opportunities and tools for improved communication on crucial topics at all NOCE levels.				
WASC Criterion 3: Faculty and Staff						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Develop and implement an onboarding process for all new NOCE employees.	Fall 2026	President’s Office, Staff Management Team Administrative Professionals Team	Time, Technology	NOCE Information Depot EdVantage Site	Include leadership roles driving the onboarding of new employees and current technology tools.
2.	Develop and implement a NOCE employee resource hub with school-wide policies and procedures	Fall 2023	President’s Office Campus Communications	Time, Technology	NOCE Information Depot	Engage Campus Communications to explore additional platforms for the Information Depot to be housed.
3.	Create the NOCE Information Depot campaign and announce to all staff.	Fall 2023	President’s Office	Time, Technology	NOCE Information Depot	
4.	Adopt the practice of the community agreements norms of engagement in all NOCE decision-making committees and groups.	Spring 2029	President Committee Chairs		Evidence of updated committee charters. community agreements adopted for Spring 2024 committees	Ensure campus engagement and buy-in. Wording clarification to avoid confusion with community partnerships
5.	Develop a decision-making manual for NOCE.	Fall 2023	VPSS		Action Plan Information Depot	
6.	Increase instances of cross-departmental and cross-institutional collaboration.	Spring 2024 Need earlier than 3 years from now. Spring 2029	VPI, VPSS, Academic Senate, Associate Deans		Cross-departmental functional teams	This is an ongoing endeavor to be reviewed and evaluated at the end of the 6-yr. cycle.
7.	Continue to implement the NOCE ambassador training for students and employees engaging with community partners.	Spring 2024	Director of Campus Comm, President’s Office	Ambassador training materials, list of training participants.	Action Plan Training materials	Language clarification

Growth Area 4:		Develop a schoolwide cycle of Program (Curriculum) Review to ensure rigor and relevance of NOCE course offerings.				
NOCE Strategic Plan Reference		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.				
NOCE Strategic Plan Reference		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.				
WASC Criterion 4: Curriculum						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Identify effectiveness success indicators for DE courses and online student services.	Spring 2024-2027	DE Advisory Workgroup DE Committee Program Review Committee Department Faculty	Time	Institutional Effectiveness Report Program Review Report and Dashboards	Reflect the new DE structure and the timeline to address the program effectiveness through the newly implemented Program Review framework.
2.	Evaluate the effectiveness of instruction and student services offered online. Develop a framework for the review of student services.	Spring 2027	Institutional Effectiveness Committee Student Equity and Achievement Committee	Time	Institutional Effectiveness Report	Underscore the need to review student services, similar to instructional program review and administrative departmental planning.
3.	Develop a program review framework, including curriculum standards, equity indicators, and a rotational calendar.	Spring 2026	Ease Learning Internal Project Manager, Curriculum Committee Program Review Committee		Program review guide and timeline	Ease Learning contract was not renewed. Curriculum Committee took the lead in developing and implementing the Program Review
4.	Develop and offer training to faculty on the program review process and curriculum standards.	Spring 2026	Ease Learning Internal Project Manager, Curriculum Committee Program Review Committee	Facilities, Technology, Stipends for adjunct faculty	Evidence of faculty training, satisfaction survey results	
5.	Solicit feedback from students representing different programs on the effectiveness of the current curriculum to meet their education goals.	Spring 2027	OIRP Academic Senate	Incentives for student participation	Focus group findings	Include faculty in developing the data collection instrument.
6.	Develop and implement regular training for faculty on course design.	Spring 2024	DE Coordinator (POCR Lead Reviewer) DE Director Instructional Designer		Course design standards, evidence of faculty participation in training	Align activities with the roles and responsibilities under the new DE structure.

Growth Area 4:		Develop a schoolwide cycle of Program (Curriculum) Review to ensure rigor and relevance of NOCE course offerings.				
NOCE Strategic Plan Reference		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.				
NOCE Strategic Plan Reference		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.				
WASC Criterion 4: Curriculum						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
7.	Develop a unified online curriculum and data collection process that spans all campuses.		DE Advisory Committee			This activity is now covered under Program Review, where success indicator data is being pulled for all courses and is broken down by the instructional modality.
Growth Area 5		Institutionalize ongoing support for all instruction delivery and student service models.				
NOCE Strategic Plan Reference		Objective 3: Deliver instruction and services in a variety of modalities and locations to facilitate student access and success.				
WASC Criterion 5: Instruction						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Establish a permanent staffing structure in order to sustain and maintain distance education program.	Spring 2026	VPI	Ongoing funding	President’s Cabinet Action Plan	
2.	Implement ongoing training and development for instructional faculty offering DE classes and counseling faculty offering remote student services.	Spring 2028	DE Advisory, DE Committee Office of Instruction Associate Deans, ProD Committee		Implementation of POCR for instructional faculty. Training for counseling faculty offering online services.	
3.	Pilot Hy-Flex instruction and hybrid delivery models.	Spring 2026	DE Coordinator, Associate Deans of Instructional Programs ITS Office of Instruction Academic Senate	Instructional Equipment Facilities	Hy-Flex class sections in the schedule of classes, and an effectiveness evaluation.	Reflect the change in roles and responsibilities within the new structure of online learning.

Growth Area 5		Institutionalize ongoing support for all instruction delivery and student service models.				
NOCE Strategic Plan Reference		Objective 3: Deliver instruction and services in a variety of modalities and locations to facilitate student access and success.				
WASC Criterion 5: Instruction						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
4.	Institutionalize DE orientation course. Make the DE Orientation Course available to faculty and students.	Fall 2023	DE Coordinator DE Committee Office of Instruction	Staff	Action Plan	Reflect the change in roles and responsibilities within the new structure of online learning, including revised goals.
5.	Develop a mechanism for just-in-time student support. Identify successful practices of supporting student retention in and completion of DE courses	Spring 2029	DE Advisory Group DE Committee OIRP	Staff	DE Plan	Show a more realistic timeline to build institutional capacity for online learning.
6.	Enhance computer and technology navigation assistance for new student taking online classes.	Spring 2027	DE Coordinator Student Technology Services	Staff	Action Plan	Reflect a new institutional structure as NOCE build its capacity to support DE.
7.	Develop a formal faculty collaboration process to focus on enhancing instruction and support student achievement.	Fall 2024	President, Academic Senate AS Subcommittees: Curriculum and DE	Staff	Action Plan	Reflect a clarified committee structure.
8.	Create consistency throughout departments to ensure instruction is measured through the achievement of course objectives and SLOs.	Spring 2026	Vice President of Instruction SLO Coordinator Associate Deans	Staff	Action Plan	
9.	Evaluate facility utilization to maximize the capacity to offer instruction in various modalities.	Spring 2026	VPI Admin Services Director Budget and Facilities Planning Committee	Consulting services	Term classroom utilization matrix Facilities Development Plan	Established VPI's lead role in facilitating classroom assignments.
10.	Explore options for use, adaptation, and creation of open education resources (OER) with a goal of zero textbook cost to reduce costs for students.	Spring 2026	Academic Senate, Associate Deans, VPI	OER Database	List of courses that transitioned to OER OER library by discipline.	

Growth Area 5		Institutionalize ongoing support for all instruction delivery and student service models.				
NOCE Strategic Plan Reference		Objective 3: Deliver instruction and services in a variety of modalities and locations to facilitate student access and success.				
WASC Criterion 5: Instruction						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
11.	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).	Spring, 2027	VPI, VPSS Associate Deans Director, Student Equity and Success		Functionality of current separate physical locations combined into streamlined center at main sites and online (e.g. NOCE Learning Center, ESL Learning Center, Career Skills & Resource Lab).	
12.	Streamline student onboarding to reduce gap between enrollment, attendance, and participation in classes.	Fall, 2026	VPI, VPSS Associate Deans, A&R Director, Director of Campus Comm		Increased attendance/participation, persistence, and achievement (e.g. course completions; certificates earned).	Change the timeline to allow for the full implementation of CRM.
Growth Area 6		Engage all departments in regular review of student learning data.				
WASC Criterion 6: Assessment						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Map SLOs to specific skills to facilitate outcomes reporting and analysis for continuous improvement.	Spring 2029	SLO Coordinator			Show the ongoing nature of this activity
2.	Create SLOs that are measurable, and consistent across NOCE, to allow for clear data collection among all departments for program evaluation.	Spring 2029	Associate Deans, SLO Coordinator			Show the ongoing nature of this activity.
3.	Provide training to faculty on curriculum mapping and effective assessment of student learning.	Spring 2024	SLO Coordinator, Curriculum Chair, POCR Lead Reviewer	Facilities, Technology, Stipends for adjunct faculty	Training course materials and evaluation.	Change in DE leadership structure, including the elimination of the POCR Lead Reviewer role Align training with curriculum development.

Growth Area 6	Engage all departments in regular review of student learning data.
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WASC Criterion 6: Assessment

STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
4.	Provide SLO orientation and training to new faculty hires every term.	Fall 2026	SLO Coordinator, Curriculum Chair, POCR Lead Reviewer, Associate Deans	Facilities, Technology, Stipends for adjunct faculty	SLO orientation faculty training course. Evidence of faculty's completion of course.	Change in DE leadership structure, including the elimination of the POCR Lead Reviewer role
5.	Ensure that all active courses have SLOs.	Spring 2025	Curriculum Committee, SLO Coordinator	Technology	Annual SLO Report	
6.	Conduct annual review of the school-wide Action Plan completion progress.	Spring 2024	President	Time, Technology	President's Cabinet Minutes, Annual SLO Report	
7.	Conduct annual review of school-wide SLO achievement data.	Spring 2026	President, VPI, SLO Coordinator	Time, Technology	President's Cabinet Minutes, Annual SLO Report	Highlight the lead role of the Office of Instruction.

Growth Area 7	Expand opportunities for student engagement to increase a sense of acceptance and belonging.
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WASC Criterion 7: Student Support Services

STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale the Proposed Changes
1.	Establish student affinity clubs and explore the viability of a student mentorship program.	Spring 2029	Director, Student Services Coordinator, CSS Academic Senate VP	Facilities Staff	Student engagement webpage	Ongoing Reflect the emerging structure of NOCE Student Life.
2.	Increase membership of Student Leadership Program with the goal of developing the NOCE Student Associated Body.	Spring 2029	Director, CSS Student Services Coordinator, CSS Academic Senate VP		Recommendations on AS body	Reflect the emerging structure of NOCE Student Life and the realistic timeline for establishing a Student Associated Body on campus.
3.	Include NOCE student representation in the district's decision-making committees.	Fall 2023	President		Charters of district committees	
4.	Implement student ambassador training.	Fall 2024	Director of Campus Comm	Incentives for students	Student ambassador training materials and participant roster	

Growth Area 7	Expand opportunities for student engagement to increase a sense of acceptance and belonging.
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WASC Criterion 7: Student Support Services

STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale the Proposed Changes
5.	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.	Fall 2024	Associate Dean, CTE Career Skills and Resource Lab Coordinator	Software	Virtual job bulletin	Handshake, the NOCE job board, is managed by CSRL.
6.	Solicit faculty, associate deans', and students' feedback regularly to inform scheduling of in-person, hybrid, and online courses and student services, as well as schoolwide events.	Spring, 2029	OIRP		Survey and focus group findings	Ongoing Ensure involvement of all stakeholders.

Growth Area 8	Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities
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NOCE Strategic Plan Reference	Objective 8: Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities.
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NOCE Strategic Plan Reference	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.
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WASC Criterion 8: Resource Management

STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Develop long-term funding plan that sustains current program and course offerings with the expectation that the hold harmless will be removed.	Spring, 2029	President Director of Admin Services Committee on Budget and Facilities President's Cabinet NOCRC Executive Committee			Ongoing Addition of leadership roles, shared governance committees, and regional structures charged with developing and approving budgets.
2.	Secure additional grants to provide resources for innovative solutions.	Spring, 2029	VPI VPSS Associate Deans Faculty Leads	Staff	NOCE budget	Ongoing

Growth Area 8		Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities				
NOCE Strategic Plan Reference		Objective 8: Maximize institutional capacity by leveraging existing and seeking additional financial resources to meet institutional priorities.				
NOCE Strategic Plan Reference		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.				
WASC Criterion 8: Resource Management						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
3.	Review and revise budget planning processes to ensure that they are driven by departmental review findings and schoolwide strategic priorities.	Fall, 2023	Budget and Facilities Planning Committee		Budget request templates to include findings from departmental reviews	
4.	Develop a compendium of all funding sources available to NOCE, including eligibility requirements, contact person and expenditure timeline.	Every Fall Term	Director, Administrative Services	Staff	Centralized listing of all funding sources	Align the timeline with the approval of the State and NOCCCD budgets.
5.	Align budget planning and position request timelines across all funding sources.	Fall, 2023	Budget and Facilities Planning Committee		Schoolwide budget planning cycle	
Growth Area 9		Increase community engagement in supporting outreach, instruction, and student services.				
NOCE Strategic Plan Reference		Objective 12: Increase ongoing engagement with the community through marketing, communications, and personal participation.				
NOCE Strategic Plan Reference		Objective 13: Develop new partnerships and strengthen existing ones with community organizations and businesses to support student success.				
WASC Criterion 9: Community Partnerships						
STEPS TO ADDRESS GROWTH AREA		Completion date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Develop a strategic outreach and community engagement plan. Develop indicators to review its effectiveness. Review its progress and effectiveness.	Spring, 2027	Community Engagement Coordinator Community Relations Team		Community engagement section in the annual marketing plan.	Include a newly established leadership position.
2.	Develop a toolkit of marketing materials for NOCE programs.	Spring 2024	Director of Campus Comm	Technology	Post toolkit in the NOCE Information Depot.	

Growth Area 9		Increase community engagement in supporting outreach, instruction, and student services.				
NOCE Strategic Plan Reference		Objective 12: Increase ongoing engagement with the community through marketing, communications, and personal participation.				
NOCE Strategic Plan Reference		Objective 13: Develop new partnerships and strengthen existing ones with community organizations and businesses to support student success.				
WASC Criterion 9: Community Partnerships						
STEPS TO ADDRESS GROWTH AREA		Completion date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
3.	Develop and implement a process and database for collecting contact information for potential students and follow them through enrollment and registration.	Fall 2026	Director of Campus Comm	Software	Database of contact information for potential students, records of follow-up activities and course registration.	Align the timeline with full implementation of CRM.
4.	Expand career training based on local workforce and economic development input to increase opportunities for students.	Spring 2029	Associate Dean, CTE CTE Faculty		CTE Program Development Plan	
Growth Area 10		Expand opportunities for student engagement to increase a sense of acceptance and belonging.				
WASC Criterion 10: Action Plan for Continuous Improvement						
STEPS TO ADDRESS GROWTH AREA		Completion Date	CHAMPION	RESOURCES	METHOD TO REPORT PROGRESS	Rationale for the Proposed Changes
1.	Expand student input in the development and revisions of the school-wide Action Plan.	Spring, 2029	Student Trustee Student Leaders Student Services Coordinator, CSS Academic Senate VP		Action Plan updates informed by student feedback	Ongoing Champions reflect the current structure for student engagement and support.