

# North Orange County Community College District District-wide Strategic Plan 2014 - 2017

#### **NOCCCD Mission Statement**

The mission of the North Orange County Community College District is to serve and enrich our diverse communities by providing a comprehensive program of educational opportunities that are accessible, academically excellent, and committed to student success and lifelong learning.

Cypress College and Fullerton College will offer associate degrees, vocational certificates and transfer education, as well as developmental instruction and a broad array of specialized training. The School of Continuing Education will offer non-college-credit programs including high school diploma completion, basic skills, vocational certificates and self-development courses. Specific activities in both the colleges and School of Continuing Education will be directed toward economic development within the community.

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#### INTRODUCTION

The North Orange County Community College District-wide Strategic Plan 2014-2017 is the District's short-term plan. This plan identifies the specific objectives that the District intends to take in order to achieve the District Strategic Directions identified in the 2011 North Orange County Community College District Comprehensive Master Plan.

The term of the District-wide Strategic Plan is three years, therefore there will be three District-wide Strategic Plans developed under the umbrella of the North Orange County Community College District 2011 Comprehensive Master Plan:

- District-wide Strategic Plan 2012 2014 (completed)
- District-wide Strategic Plan 2014 2017 (this document)
- District-wide Strategic Plan 2017 2020

The components of the North Orange County Community College District-wide Strategic Plan 2014-2017 are:

- District Strategic Directions were developed as part of the North Orange County Community College District 2011 Comprehensive Master Plan.

  The District Strategic Directions are institutional goals and, as such, are broad statements that articulate how NOCCCD intends to address current and anticipated challenges and opportunities.
- **District Objectives** describe more specifically those initiatives undertaken to achieve the District Strategic Directions that require collaboration and coordination among District Services and campus administrators, faculty and staff. The initiatives at each

site are intended to contribute to the achievement of the District Strategic Directions and are documented in the campus strategic plans and in the District Services Administrative Reviews.

- **District Action Plans** described in step-by-step sequence demonstrates how the District Objectives will be accomplished and assessed. Each Action Plan includes a timeline for completion, the assignment of the group or office responsible for implementing the action, and an estimate of the cost if applicable.
- Responsible Party identifies the group or office assigned with the responsibility to launch, oversee, and complete the Action Plan. The responsible group or office may complete the Action Plan or may collaborate with others to complete the Action Plan. The assignment of a responsible group or office is essential for accountability.
- Estimated Budget/Actual Expenditures identifies approximately how much funding will be needed, if any, to complete the Action Plan and track the actual expenditures to date in each reporting period. Personnel costs for current employees are not included in this estimate.
- Yearly Outcome is completed for the annual Progress Report for the reporting year and is a brief statement describing the results of the Action Plan for that year.
- Implications for Next Year's Action Plans are also completed for the annual Progress Report and are used to describe adjustments that may be needed if the outcome described in the previous column requires changes to subsequent Action Plans.

#### INTRODUCTION cont'd

The progress on the District Objectives is documented in an annual Progress Report. This document informs the internal community about movement toward achievement of the District Strategic Directions.

The annual Progress Report is an essential accountability tool in the integrated planning process because it reinforces and sustains a District-wide dialogue on its long-term goals and short-term objectives and actions.

The progress reports accomplish three tasks:

- Consolidate information about the actions that have been completed by all NOCCCD entities;
- Analyze those outcomes in terms of their effectiveness in moving NOCCCD toward achievement of the District Strategic Directions; and
- Edit or augment Action Plans for the coming year as needed based on the outcomes of the current year's work.

The schedule for the Progress Reports is:

Spring 2013 Progress Report on District-wide Strategic Plan 2012 – 2014 Completed

Spring 2014 Progress Report on District-wide Strategic

Plan 2012 - 2014 Completed

Spring 2015 Progress Report on District-wide Strategic Plan 2014 – 2017

Spring 2016 Progress Report on District-wide Strategic Plan 2014 – 2017

Etc.

The cycle for integrated planning at the District level is described in the NOCCCD Integrated Planning Manual 2012 and subsequent revisions. Each of the District's campuses also has an integrated planning process in which the components are aligned with one another. The campuses' planning processes link to the District-

level planning in two fundamental ways:

- The District Strategic Directions establish the
  District-wide institutional goals. The campuses
  in turn develop site-specific goals, objectives,
  and action plans that collectively contribute to
  the achievement of the District Strategic
  Directions.
- The annual Progress Report details progress on both District Objectives as well as progress on each campus' objectives.

## District Strategic Directions 2011-2020 and District Objectives 2014-2017

<u>District Strategic Direction 1.</u> The District will annually improve the rates of completion for degrees, certificates, diplomas, transfers, transfer-readiness requirements, and courses.

District Objective 1.1: NOCCCD will provide professional development training on factors that impact student success including classroom practices/challenges, teaching methodologies, learning styles, diversity awareness, tools/delivery systems and intercampus collaboration.

District Objective 1.2: NOCCCD will implement new technologies to assemble and coordinate information about curricular offerings at each college.

District Objective 1.3: NOCCCD will support programs and strategies that have demonstrated quantifiable improvement in, and those that show innovative promise for, student completion of degrees, certificates, diplomas, transfer, transfer-readiness requirements, and courses.

District Objective 1.4: NOCCCD will promote evidence-based research for the evaluation and support of student success.

<u>District Strategic Direction 2.</u> The District will annually make progress toward eliminating the documented achievement gap among race/ethnicity groups.

District Objective 2.1: NOCCCD will distribute, evaluate, and communicate the findings of an annual District Institutional Effectiveness Report that disaggregates data by racial/ethnic cohorts to maintain awareness of the achievement gap.

District Objective 2.2: NOCCCD will research and identify elements that impact the achievement gap and disseminate the information to colleges in the District.

<u>District Strategic Direction 3.</u> The District will annually improve the success rate for students moving into:

- The highest level possible credit basic skills courses in mathematics, English, and English-as-a-Second-Language from noncredit basic skills instruction in the same discipline and
- College-level courses in mathematics, English and English-as-a-Second-Language from credit basic skills courses in these disciplines and
- The next higher course in the sequence of credit or noncredit basic skills courses in mathematics, English and English-as-a-Second-Language.

District Objective 3.1: NOCCCD will investigate and develop new pathways to transition students from non-credit to credit programs.

## District Strategic Directions 2011- 2029 and District Objectives 2012-2014

District Objective 3.2: NOCCCD will investigate and develop pathways to transition students who are best served by completing coursework on more than one credit campus.

<u>District Strategic Direction 4:</u> The District will implement best practices related to planning including transparent decision-making processes, support of strategic and comprehensive planning activities at campus and District levels, and the allocation of resources to fund planning priorities.

District Objective 4.1: NOCCCD will continue to evaluate and revise the District-wide integrated planning model on a regular basis.

District Objective 4.2: NOCCCD will continue to evaluate and revise decision-making processes to ensure that these processes are collaborative and transparent on a regular basis.

District Objective 4.3: NOCCCD will create a centralized information repository to contain campus and District planning, decision making and budget resources.

<u>District Strategic Direction 5:</u> The District will develop and sustain collaborative projects and partnerships with the community's educational institutions, civic organizations, and businesses.

District Objective 5.1: NOCCCD will assess the educational and facilities priorities of our service communities, and pursue projects and partnerships to meet the identified needs.

District Objective 5.2: NOCCCD will create and expand relationships with local businesses and civic organizations.

District Strategic Direction 1. The District will annually improve the rates of completion for degrees, certificates, diplomas, transfers, transfer-readiness requirements, and courses.

#### **District Objective 1.1**

NOCCCD will provide professional development training on factors that impact student success including classroom practices/challenges, teaching methodologies, learning styles, diversity awareness, tools/delivery systems and intercampus collaboration.

Action Plan for District Objective 1.1	Responsible Party	Target Completion Date	Estimated Budget/ Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
1.1.1. Develop a coordinated series of training sessions on the factors that impact student success including: - classroom practices - teaching methods - learning styles - diversity awareness - tools/delivery systems - intercampus collaboration - Schedule the training sessions for 2014-15, 2015-16, 2016-17	Director, Equity and Diversity in consultation with District Staff Development Committee	August 2014 (for 2014-15)  August 2015 (for 2015-16)  August 2016 (for 2016-17)	-0-		
1.1.2. Deliver and evaluate the training sessions - Analyze the results of the training and use the results to improve future offerings	Director, Equity and Diversity in consultation with District Staff Development Committee	Sept - May 2015 Sept - May 2016 Sept - May 2017	Contingent on training offerings		
1.1.3. Based on evaluation results determine training plan and present recommendation to District Consultation Council	Director, Equity and Diversity in consultation with District Staff Development Committee	June 2015 June 2016 June 2017	-0-		

# **District Strategic Direction 1** (CONT'D)

The District will annually improve the rates of completion for degrees, certificates, diplomas, transfers, transfer-readiness requirements, and courses.

### **District Objective 1.2**

NOCCCD will implement new technologies to assemble and coordinate information about curricular offerings at each college.

Action Plan for District Objective 1.2	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
1.2.1. Review options for online Schedule/Catalog software tools - Develop a recommendation regarding online Schedule/Catalog software tools including estimated costs and implementation timeline -Purchase software	District Director Information Services in consultation with the Vice Presidents/ Deans of Instruction (SCE) and Directors of Campus Communications	August 2014	\$253,000		
1.2.2. Implement Catalog/ Schedule software	District Director Information Services	December 2014	-0-		
1.2.3. Evaluate the effectiveness of the online Catalog/Schedule in campus satisfaction surveys	Institutional Effectiveness Coordinating Council in consultation with campus Researchers	June 2015	-0-		
1.2.4. Update online Catalog/ Schedule based on campus satisfaction survey	District Director Information Services	August 2015	-0-		

## **District Strategic Direction 1** (CONT'D)

District Strategic Direction 1. The District will annually improve the rates of completion for degrees, certificates, diplomas, transfers, transfer-readiness requirements, and courses.

### **District Objective 1.3**

NOCCCD will support programs and strategies that have demonstrated quantifiable improvement in, and those that show innovative promise for, student completion of degrees, certificates, diplomas, transfer, transfer-readiness requirements, and courses.

Action Plan for District Objective 1.3	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
1.3.1. Annually review the criteria for allocating the Innovation Fund to ensure that the criteria for awarding funds aligns with this District Objective	District Consultation Council	October 2014 October 2015 October 2016	-0-		
1.3.2. Modify the criteria for Innovation Fund awards if necessary - Conduct workshop on Innovation Fund Application Process - Distribute District-wide the criteria, proposal process, and timeline for the Innovation Fund	Director, Equity and Diversity in consultation with District Consultation Council	December 2014 December 2015 December 2016	-0-		
1.3.3. Review submitted proposals and make recommendations	NOCCCD Innovation Fund Task Force	February 2015 February 2016 February 2017	-0-		
1.3.4 Review recommended proposals for funding and consideration by the Board	Chancellor's Staff	March 2015 March 2016 March 2017			

# **District Strategic Direction 1** (CONT'D)

District Strategic Direction 1. The District will annually improve the rates of completion for degrees, certificates, diplomas, transfers, transfer-readiness requirements, and courses.

## **District Objective 1.4**

NOCCCD will promote evidence-based research for the evaluation and support of student success.

Action Plan for District Objective 1.4	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
1.4.1. Analyze work already completed in providing online system for student completion and persistence information - Revise as needed to improve quality and meet ACCJC requirements	Institutional Effectiveness Coordinating Council in Consultation with District Director Information Services	June 2014	-0-		
1.4.2. Implement changes if necessary	District Director Information Services and staff	August 2014	-0-		
1.4.3. Promote awareness and use of the system in making evidence-based decisions	Vice Chancellor Educational Services and Technology in consultation with District Director, Public Affairs	December 2014	TBD		
1.4.5. Revise and update the system if necessary	District Director Information Services and staff	August 2015	-0-		

District Strategic Direction 2. The District will annually make progress toward eliminating the documented achievement gap among race/ethnicity groups.

### **District Objective 2.1**

NOCCCD will distribute, evaluate, and communicate the findings of an annual District Institutional Effectiveness Report that disaggregates data by racial/ethnic cohorts to maintain awareness of the achievement gap.

Action Plan for District Objective 2.1	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
2.1.1. Annually revise template for the NOCCCD Institutional Effectiveness Report based on - ACCJC requirements for evidentiary information and - findings from District-wide Satisfaction Survey	Institutional Effectiveness Coordinating Council in consultation with the Vice Chancellor Educational Services and Technology	June 2014 June 2015 June 2016	-0-		
2.1.2. Revise NOCCCD Institutional Effectiveness Report if necessary	District Director Information Services and staff in consultation with the Institutional Effectiveness Coordinating Council	September 2014 September 2015 September 2016			
2.1.3. Campus annual reports to include NOCCCD Institutional Effectiveness Report	Campus Directors of Institutional Research and Planning	November 2014 November 2015 November 2016			

# **District Strategic Direction 2** (CONT'D)

District Strategic Direction 2. The District will annually make progress toward eliminating the documented achievement gap among race/ethnicity groups.

### **District Objective 2.2**

NOCCCD will research and identify elements that impact the achievement gap and disseminate the information to colleges in the District.

Action Plan for District Objective 2.2	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
2.2.1. Research elements that impact the achievement gap including outside research and internal findings	Institutional Effectiveness Coordinating Council in consultation with the Vice Chancellor Educational Services and Technology	December 2014	-0-		
2.2.2. Develop a plan for District-wide dissemination of this information including possible: - information sessions - presentations - staff development offerings	Vice Chancellor Educational Services and Technology in consultation with Director, Equity and Diversity	Spring 2015			
2.2.3. Implement the District-wide dissemination plan	Vice Chancellor Educational Services and Technology in consultation with Director, Equity and Diversity and campus Vice President/Dean of Instruction	Fall 2015			

District Strategic Direction 3. The District will annually improve the success rate for students moving into:

- The highest level possible credit basic skills courses in mathematics, English, and English-as-a-Second-Language from noncredit basic skills instruction in the same discipline and
- College-level courses in mathematics, English and English-as-a-Second-Language from credit basic skills courses in these disciplines and
- The next higher course in the sequence of credit or noncredit basic skills courses in mathematics, English and English-as-a-Second-Language.

Note: The following Objective is not limited to the specific basic skills items in the District Strategic Direction but will be used for all programs.

#### **District Objective 3.1**

NOCCCD will investigate and develop new pathways to transition students from non-credit to credit programs.

Action Plan for District Objective 3.1	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
3.1.1. Expanding on the Building Connections Forum, coordinate activities and communication among all District entities that will lead to increased transition from non-credit to credit programs, including the opportunity for sharing of curriculum and program requirements - Establish clear pathways for students transitioning from ESL, High School and CTE programs to the colleges	Vice Chancellor Educational Services and Technology in consultation with the Vice Presidents/ Deans of Instruction and the Faculty	June 2015	TBD		

# **District Strategic Direction 3** (CONT'D)

## District Objective 3.1

NOCCCD will investigate and develop new pathways to transition students from non-credit to credit programs.

Action Plan for District Objective 3.1	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
3.1.2. Expand the NOCCCD Institutional Effectiveness Report to include tracking of the number of non-credit students transitioning to credit, identifying gaps, and evaluating the effectiveness of intervention strategies	District Consultation Council	August 2012	-0-		
3.1.3. Lead a discussion and review of student assessment, orientation and enrollment practices to identify barriers to transition from non-credit to credit	Vice Chancellor Educational Services and Technology in consultation with the Vice Presidents/ Deans of Student Services	June 2016	-0-		
3.1.4. Develop recommendations to facilitate transition and promote student success in credit programs	Vice Chancellor Educational Services and Technology	August 2016	-0-		
3.1.5. Review the results of the NOCCCD Institutional Effectiveness Report and refine the pathways and modify support services if necessary	Institutional Effectiveness Committee in consultation with Vice Presidents/ Deans of Instruction and Student Services	Spring 2017	-0-		

# **District Strategic Direction 3** (CONT'D)

## **District Objective 3.2**

NOCCCD will investigate and develop pathways to transition students who are best served by completing coursework on more than one credit campus.

Action Plan for District Objective 3.2	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
3.2.1. Expand the NOCCCD Institutional Effectiveness Report to include tracking of students transitioning between the credit campuses, identifying programs and gaps	District Director Information Services in consultation with the Institutional Effectiveness Coordinating Council	June 2015			
3.2.2. Based on the gaps identified in the Institutional Effectiveness Report, lead discussions with the appropriate program staff and faculty on strategies to improve the transition for students	Vice Chancellor Educational Services and Technology in consultation with the Vice Presidents/ Deans of Instruction	June 2016	-0-		
3.2.3. Develop recommendations to facilitate transition and promote student success in the multicampus programs	Vice Chancellor Educational Services and Technology	August 2016	-0-		
3.2.4. Review the results of the NOCCCD Institutional Effectiveness Report and refine the pathways and modify support services if necessary	Institutional Effectiveness Committee in consultation with Vice Presidents/ Deans of Instruction and Student Services	Spring 2017	-0-		

District Strategic Direction 4. The District will implement best practices related to planning including transparent decision-making processes, support of strategic and comprehensive planning activities at campus and District levels, and the allocation of resources to fund planning priorities.

### **District Objective 4.1**

NOCCCD will continue to evaluate and revise the District-wide integrated planning model on a regular basis.

Action Plan for District Objective 4.1a.	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
4.1a.1. Annually revise the NOCCCD District-wide Satisfaction Survey to assess satisfaction with planning processes.	Institutional Effectiveness Coordinating Council	February 2015 February 2016 February 2017	-0-		
4.1a.2. Distribute the NOCCCD District-wide Satisfaction Survey	Vice Chancellor Educational Services and Technology in consultation with District Director Information Services	April 2015 April 2016 April 2017	-0-		
4.1a.3. Analyze results of the NOCCCD District-wide Satisfaction Survey -Report results to District Consultation Council - Distribute results to District Services Committee	Vice Chancellor Educational Services and Technology	August 2015 August 2016 August 2017	-0-		

# **District Strategic Direction 4** (CONT'D)

## **District Objective 4.1**

NOCCCD will continue to evaluate and revise the District-wide integrated planning model on a regular basis.

Action Plan for District Objective 4.1b.	Responsible Party	Target Completion Date	Estimated Budget	Yearly Outcome	Implications for Next Year's Action Plan
4.1b.1. Annually revise the annual Progress Report to document progress on the District Strategic Directions	Institutional Effectiveness Coordinating Council	February 2015 February 2016 February 2017	-0-		
4.1b.2. Compile input on the progress from: -Responsible Parties identified in the District-wide Strategic Plan on the Actions Plans -Campuses to report on key activities undertaken to contribute to the achievement of the District Strategic Directions	Vice Chancellor Educational Services and Technology	May 2015 May 2016 May 2017	-0-		
4.1b.3. Draft the Progress Report and present the results to the District Consultation Council and Board of Trustees for input. Incorporate changes as needed	Vice Chancellor Educational Services and Technology	August 2015 August 2016 August 2017	-0-		
4.1b.4 Post the final Progress Report on the District website and notify the District community	Chancellor	September 2015 September 2016 September 2017	-0-		

## **District Strategic Direction 4** (CONT'D)

District Strategic Direction 4. The District will implement best practices related to planning including transparent decision-making processes, support of strategic and comprehensive planning activities at campus and District levels, and the allocation of resources to fund planning priorities.

### **District Objective 4.2**

NOCCCD will continue to evaluate and revise decision-making processes to ensure that these processes are collaborative and transparent on a regular basis.

Action Plan for District Objective 4.2	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
4.2.1. Annually revise the NOCCCD District-wide Satisfaction Survey to assess satisfaction with decision-making and District-wide communication processes	Institutional Effectiveness Coordinating Council	February 2015 February 2016 February 2017	-0-		
4.2.2. Distribute the NOCCCD District-wide Satisfaction Survey	Vice Chancellor Educational Services and Technology in consultation with District Director Information Services	April 2015 April 2016 April 2017	-0-		
4.2.3. Analyze results of the NOCCCD District-wide Satisfaction Survey -Report results to District Consultation Council - Distribute results to District Services Committee	Vice Chancellor Educational Services and Technology	August 2015 August 2016 August 2017	-0-		

## **District Strategic Direction 4** (CONT'D)

District Strategic Direction 4. The District will implement best practices related to planning including transparent decision-making processes, support of strategic and comprehensive planning activities at campus and District levels, and the allocation of resources to fund planning priorities.

### **District Objective 4.3**

NOCCCD will create a centralized information repository to contain campus and District planning, decision-making and budget resources.

Action Plan for District Objective 4.3	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
4.3.1. Identify the resources to be contained in the central information repository (website) regarding District planning, decision-making and budget	District Director Public and Governmental Affairs in consultation with campus Directors of Communications and Vice Chancellor's Educational Services and Technology and Finance and Facilities	June 2014	-0-		
4.3.2. Create the website	District Director Public and Governmental Affairs in consultation with District Director Information Services	August 2014	-0-		
4.3.3. Notify the District constituents of the existence of the website	District Director Public and Governmental Affairs	June 2015			
4.3.4. Solicit feedback on the usefulness of the website in the NOCCCD District-wide Satisfaction Survey and update	District Director Public and Governmental Affairs	June 2015			

District Strategic Direction 5. The District will develop and sustain collaborative projects and partnerships with the community's educational institutions, civic organizations, and businesses.

### **District Objective 5.1**

NOCCCD will assess the educational and facilities priorities of our service communities, and pursue projects and partnerships to meet the identified needs.

Action Plan for District Objective 5.1	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
5.1.1. The District will develop and administer a Community Feedback Survey to identify the educational and facility priorities of service communities	District Director of Public and Governmental Affairs	June 2014			
5.1.2. The District will develop a Speaker's Bureau to educate community organization and local businesses about NOCCCD's program and needs	District Director of Public and Governmental Affairs in consultation with the Directors of Campus Communications	June 2014			
5.1.3. The District will collect results of the survey and feedback from presentations and report to Chancellor's Staff	District Director Public and Governmental Affairs	June 2015			
5.1.4. Chancellor's Staff will discuss possible District and campus partnerships relative to survey and feedback results	Chancellor's Staff	July 2014			

# **District Strategic Direction 5** (CONT'D)

District Strategic Direction 5. The District will develop and sustain collaborative projects and partnerships with the community's educational institutions, civic organizations, and businesses.

### **District Objective 5.2**

NOCCCD will create and expand relationships with local businesses.

Action Plan for District Objective 5.2	Responsible Party	Target Completion Date	Estimated Budget/Actual Expenditures	Yearly Outcome	Implications for Next Year's Action Plan
5.2.1. Identify a list of possible local businesses to act as strategic partners and consultants for NOCCCD	Chancellor in consultation with the District Director of Public and Governmental Affairs	July 2014			
5.2.2. Create and develop a Chancellor's Corporate Council to give input and feedback on local workforce development issues, needs, and prospective partnerships	Chancellor in consultation with the District Director of Public and Governmental Affairs	September 2014			
5.2.3. Begin meeting with Chancellor's Corporate Council	Chancellor in consultation with the District Director of Public and Governmental Affairs	October 2014			

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