

**North Orange County Community College District  
District-wide Strategic Plan**

**“The Celebrated Choice of Diverse Learners  
Shaping the Future”**

**Board of Trustees**

**Donna Miller, President**

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**Elsa Garcia, Cypress College Student Member  
2005-06 & 2006-07**

**Victoria Rizo, Fullerton College Student Member  
2004-05 & 2005-06**

**Crystal Sandoval, Fullerton College Student Member  
2006-07**

**June 27, 2006**

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

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# North Orange County Community College District Strategic Plan Framework – *The Plan at a Glance*

## Vision

**Our college community is the celebrated choice of diverse learners shaping the future.**

## Mission

**The mission of the North Orange County Community College District is to serve and enrich our communities and inspire life-long learning by providing education that is exemplary, relevant, and accessible.**

## Values

Service	Excellence	Success	Adaptability	Professionalism	Stewardship	Respect	Inclusiveness
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### Student Success

#### Focus Area I: Innovation & Relevancy for All Learners

<b>Goal 1:</b> Instructional programs provide the necessary basic skills training, current and relevant vocational skills, successful transfer preparation, and life-long learning options to meet the needs of our students and community.	<b>Culture</b>
<b>Goal 2:</b> The campuses provide the necessary student services to ensure learning success.	

### Student Success

#### Focus Area II: Intra-District Community Collaboration

<b>Goal 3:</b> A mutual understanding of and appreciation for each other’s value and contribution exists among Cypress College, Fullerton College, the School of Continuing Education, and the District.	<b>People</b>
<b>Goal 4:</b> NOCCCD is a vital and integral part of the community.	
<b>Goal 5:</b> Effective leadership and decision-making are based on an inclusive process that uses data, standards, law, policies, and procedures.	

### Student Success

#### Focus Area III: Effective & Efficient Use of Resources

<b>Goal 6:</b> District revenue-generating opportunities are maximized.	<b>Resources</b>
<b>Goal 7:</b> Through effective planning and using resources efficiently, the District/campuses provide facilities, equipment, technology, and infrastructure to adequately support instructional programs and services.	
<b>Goal 8:</b> Marketing/communications efforts are evaluated and refined on an ongoing basis to enhance effectiveness of outreach in enrollment management, business and industry partnerships, grant writing, and fund raising.	

# **North Orange County Community College District Strategic Plan**

## **Introduction**

Nothing is as constant as change. As the recent “California 2025” report by the Public Policy Institute of California found, over the next two decades, California businesses will require a much larger proportion of their workforce to have training beyond high school. How can community colleges fulfill their mission to help sustain the economic growth that depends on a better-educated workforce? More specifically, how can the North Orange County Community College District (NOCCCD) best meet the evolving needs of its residents and communities with both liberal arts and vocational-technical education programs?

During 2005-06, work began on a District-wide Strategic Plan to answer that and many other questions. What are the trends and needs in the District’s service area? What is the District doing now to meet them? And what should the District do in the future to meet those needs that continue to change with both population and economic shifts?

Three focus areas, eight goals, and many more potential strategies and indicators/measures were identified in the first phase of developing the Strategic Plan. In the second phase during 2006-07, implementation teams and individuals will begin to align individual campus plans with the newer District plan. Budget priorities identified in the District-wide Strategic Plan process also will begin to be realized in the actual budget priorities of the District.

As the world and communities around the NOCCCD change, life also will change on the District campuses of Cypress College, Fullerton College, and the School of Continuing Education (SCE).

## **Purpose**

Development of a District-wide Strategic Plan was prompted by a re-accreditation recommendation for both Cypress and Fullerton colleges in 2005. The NOCCCD Board of Trustees and Chancellor subsequently adopted a process to create a Strategic Plan that would serve as a collaborative vision for the NOCCCD.

Important purposes of the District-wide Strategic Plan are to:

- Provide a framework for the planning processes of Cypress and Fullerton colleges and SCE
- Ensure the institutional goals align with the District mission
- Reflect District goals in the allocation of District resources

## **Two-Phase Development Process**

In the first phase of developing the District-wide Strategic Plan during the 2005-06 year, consultants specializing in strategic planning assisted a small Steering Committee and also worked directly with other planning groups. The Steering Committee, which included two

representatives from the Board of Trustees, framed the planning discussions and work for the full Board of Trustees as well as the District Planning Council and Chancellor's Staff. Each of these groups deliberated separately at numerous meetings from January through June 2006. They also conducted interviews and surveys with students, employees, alumni, business representatives, community members, and others.

Major work to develop the plan began in January with overview presentations and highlight trend data presented at the District Planning Council and Board of Trustees meetings. During February, focus groups were conducted at Cypress and Fullerton colleges as well as SCE to gather perceptions from students and employees about the District's strengths, weaknesses, opportunities, and threats.

March was a particularly busy month in the Strategic Plan process with two major activities: an all-day planning session for the District Planning Council, which involved review of hundreds of pieces of perception data, and the District's annual Strategic Conversation, which focused especially on development of the District Strategic Plan with participants sharing ideas on goals and strategies. Significantly, in April, the Board of Trustees reached consensus on the key concepts for new vision, mission, and values statements.

During May, the Steering Committee monitored drafting of the Strategic Plan, bringing together a variety of input received in January through April. This synthesizing of ideas for goals, strategies, and performance indicators involved circulating drafts among the Chancellor's Staff, District Planning Council, and Board of Trustees. Presentation of a draft of the NOCCCD Strategic Plan to the Board of Trustees on June 27 – with focus areas, goals, and potential strategies and indicators/measures – marked completion of the first phase of the planning process.

The second phase of the planning process in 2006-07 will include:

- Further refinement of the plan's potential strategies
- Identification of key performance indicators/measures
- Development of responsible implementation teams/individuals
- Timelines
- Cross referencing of the District and campus strategic plans
- Alignment of budget priorities with the plan

## **North Orange County Community College District Strategic Plan Data Trends in Society & Higher Education**

Early in the process of developing a District-wide Strategic Plan around the needs of the District's students and communities, data trends were highlighted in the following three areas: Escalating Demand for Postsecondary Education, Continuously Changing Student "Mix," and Funding Squeeze.

### **Escalating Demand for Postsecondary Education**

As already stated, the growth of the economy will require a better-educated workforce in the future. This forecast is further challenged by the fact that many of today's students leave high school and begin postsecondary education without the requisite skills to succeed at the next level. According to a national report, "Keeping America's Promise," it is estimated that almost half of first-time community college students in particular are under-prepared to be successful in their studies.

Add to this situation changes in population demographics that continue to increase the number of foreign-born residents and older adults. In Orange County, the largest growing segment of the population is Latinos, who typically have a lower college-going rate. In the future, many of the county's adults, who would not otherwise do so, also are expected to return to school for a variety of reasons, but without the basic skills. Many other adults in the county – including older adults – additionally either will become underemployed because of skill-set changes in the workforce or need to return to the workforce to supplement income.

### **Continuously Changing Student "Mix"**

The student population will continue to change to reflect more diversity and to include more non-traditional students. More diversity will mean more students of color, more students who need to learn English, more students who are the first in their families to attend college, and more students who are economically disadvantaged. More non-traditional students – those who enroll in college after a delay following high school – will mean more students who are financially independent, more students attending classes part-time but working full-time, more students with dependents, more students who are single parents, and more students without high school diplomas.

This trend already is evident in the NOCCCD where more than 75% of the current students balance the demands of studies and jobs and where 72,000 people (ages 5 to 64) are not native English speakers. By 2009, it is estimated that over 138,000 people in the District's service area also will not have high school diplomas. A little more than a decade later, by 2020, Orange County's Latino population also will be a plurality at 41%. By 2050, the Latino population will be a majority at 53%.

## **Funding Squeeze**

Efforts continue across the country in order to improve state funding for community colleges. In California, where strides have been made during the past three years for funding equity among community colleges, the value of this post-secondary education also has been documented in recent county and state reports.

The Campaign for College Opportunity commissioned a study during 2005-06 that concluded that if the state increases the number of college graduates, California's individual incomes will increase. For every new \$1 the state invests to get more students in and through college, it will receive a net return on investment of \$3. However, the state faces a net loss of \$2 in the long run for every \$1 it fails to spend in the short run. (The Campaign for College Opportunity is a non-profit group devoted to ensuring that the next generation of college-age students in California has the chance to go to college as promised by the state's 1960 Master Plan for Higher Education.)

The NOCCCD also participated in a county-wide socioeconomic study during 2005-06 that concluded Orange County's community colleges provide benefits to communities, taxpayers, and students that far exceed what they cost to operate. From an investment perspective, graduates with associate degrees earn \$10,400 more per year and \$365,000 more during a working lifetime than their counterparts with only high school diplomas. From an economic growth perspective, the county's community colleges annually account for a total of \$7.2 billion in spending and higher earnings annually, which represents 6.5% of the region's income and is equal to approximately 112,000 jobs.

# North Orange County Community College District Strategic Plan

## Background

The NOCCCD Board of Trustees developed the vision, mission, and value statements of the District-wide Strategic Plan through a series of workshops that took place over several months. The vision statement is intended to provide an image of what the District will be like when it fully achieves its purpose as expressed in the mission statement. The value statements represent the fundamental ethical, moral, and professional expectations for performance and behavior within the District.

The focus areas and goals as well as potential strategies and indicators/measures of the Strategic Plan were developed through a shared decision-making process that involved input from planning groups working with focus group and survey results as well as existing data from a number of sources. Work on the strategies and indicators/measures will continue during the second phase of the planning process in 2006-07.

## Vision

**Our college community is the celebrated choice of diverse learners shaping the future.**

## Mission

**The mission of the North Orange County Community College District is to serve and enrich our communities and inspire life-long learning by providing education that is exemplary, relevant, and accessible.**

## Value Statements

- **Service** – We contribute to a vital and prosperous community through our educational and training services.
- **Excellence** – We offer excellence and joy in teaching and learning.
- **Success** – We nurture student success for the attainment of life-long learning goals.
- **Adaptability** – We respond to the changing needs of our communities in a global environment through continuous improvement and innovation.
- **Professionalism** – We hold high standards for our faculty and staff and cultivate an environment in which staff development and other continuing education are valued and promoted.
- **Stewardship** – We uphold the responsibility for public trust of our mission and resources.
- **Respect** – We cultivate an atmosphere of courtesy, civility, and acceptance.
- **Inclusiveness** – We welcome and respect the diverse backgrounds and beliefs of our students, faculty, and staff, and the many communities we serve.

## Focus Areas

- Focus Area I: **Innovation & Relevancy for All Learners**
- Focus Area II: **Intra-District & Community Collaboration**
- Focus Area III: **Effective & Efficient Use of Resources**

**North Orange County Community College District  
Strategic Plan  
Focus Area I – Innovation & Relevancy for All Learners**

**Culture – *To enhance student success . . .*** the District will maintain a culture of innovation and relevancy and provide comprehensive programs and services at an individual level.

**Goal 1: Instructional programs provide the necessary basic skills training, current and relevant vocational skills, successful transfer preparation, and life-long learning options to meet the needs of our students and the community.**

***Potential Strategies:***

- 1.1. Create innovative programs/courses that respond to current and anticipated student and community needs.
- 1.2. Define and ensure high-quality instruction (curriculum and delivery) in high-quality programs, using ongoing program review.
- 1.3. Utilize resources efficiently to maximize the program/course benefit for students and financial benefit for the District.
- 1.4. Promote articulation agreements with four-year higher education institutions in the region.
- 1.5. Promote articulation agreements and personalized outreach efforts with high schools in the region.
- 1.6. Create relationships with business and industry to enhance career and vocational programs and create pathways for students to transition into the work force.
- 1.7. Provide personal development programs/courses, which enhance the quality of life for our students and community.

***Potential Indicators & Measures:***

- % of change in graduation rates including degrees and certificates
- % of change in successful course completions
- % of change in progress through basic skills courses
- % of change in transfer ready students
- % of courses/programs identified as key needs by labor market data
- # of sections of basic skills
- # of students enrolled
- # of students who progress to the next level
- # of job placements
- # of transfer students
- # of articulated non-credit to credit programs

**Goal 2: The campuses provide the necessary student services to ensure learning success.**

***Potential Strategies:***

- 2.1 Create planned dialogue between student services faculty and staff and classroom teachers on student success and retention (i.e. “Think Tank”).
- 2.2 Identify or establish seamless ways for counselors and faculty members to work together.
- 2.3 Simplify student services processes.
- 2.4 Provide the equivalent of customer service training to all departments to ensure students are being served in the best ways possible.
- 2.5 Explore technology-based solutions to deliver better student services (i.e. degree audit).
- 2.6 Document student service processes to improve communication among staff and students.
- 2.7 Identify if student services that may need to be expanded (i.e. tutoring).

***Potential Indicators & Measures:***

- # of student contacts
- # of course completions
- # of student retentions
- # of students moving out of probation
- Student satisfaction surveys

**North Orange County Community College District  
Strategic Plan  
Focus Area II – Intra-District & Community Collaboration**

**People** – *To enhance student success . . .* programs on each NOCCCD campus will be maximized through inclusive collaborations among people within the District and among people in the District and the communities it serves.

**Goal 3: A mutual understanding of and appreciation for each other’s value and contribution exists among Cypress College, Fullerton College, the School of Continuing Education, and the District.**

***Potential Strategies:***

- 3.1 Develop official liaisons between campuses for curriculum, budget, facilities, and communication issues to work together on projects with shared goals.
- 3.2 Foster a positive, win-win tone and attitude across the District through team building at all levels of the organization, including the Board of Trustees.
- 3.3 Create seamless transitions for students among the campuses.
- 3.4 Create seamless transitions for staff among the District entities.
- 3.5 Standardize forms and policies across the District.
- 3.6 Implement intra-District course scheduling and course/program articulation, and communicate this to students via student services (i.e. counseling).
- 3.7 Build a District-wide staff development program, which focuses on training activities for effective communication, conflict resolution, interest-based bargaining, and other techniques that work together to support collaboration.
- 3.8 Encourage intra-District department meetings.

***Potential Indicators & Measures:***

- Internal staff and faculty satisfaction survey
- Student satisfaction survey
- Community needs assessment
- # of shared students
- # of training opportunities

**Goal 4: NOCCCD is a vital and integral part of the community.**

***Potential Strategies:***

- 4.1 Enhance and develop community relationships.
- 4.2 Identify organizations for outreach efforts or involvement.

***Potential Indicators & Measures:***

- # of contacts with community organizations
- Outcomes of organization involvement

**Goal 5: Effective leadership and decision-making are based on an inclusive process that uses data, standards, law, policies, and procedures.**

***Potential Strategies:***

- 5.1 Define areas of primary responsibility for the District, determine the point/level at which final decisions are made, and develop a common understanding of the basic parameters (legal, policies, etc.) for applicable decision-making.
- 5.2 Develop continuous improvement processes for ongoing problem solving.
- 5.3 Clarify decision-making roles, responsibilities, and accountabilities.
- 5.4 Conduct a timely review of the clarity, flexibility, and responsiveness of District processes.
- 5.5 Develop a “best practices” for how to communicate the voice of all constituents, including minority voices.

***Potential Indicators & Measures:***

(To Be Determined . . .)

**North Orange County Community College District  
Strategic Plan  
Focus Area III – Effective & Efficient Use of Resources**

**Resources** – *To enhance student success . . .* necessary resources will be attained and allocated on a results-oriented basis that fulfills the District’s vision, mission, values, and focus areas.

**Goal 6: District revenue-generating opportunities are maximized.**

***Potential Strategies:***

- 6.1 Develop an enrollment management system/workgroup.
- 6.2 Use outside resources to provide funding via business and industry partnerships.
- 6.3 Support and coordinate District and campus efforts to obtain grants.
- 6.4 Encourage resource sharing within the District, including collaboration on contracts, purchases, and services.
- 6.5 Support District and campus fund-raising efforts.

***Potential Indicators & Measures:***

- % increase in FTES
- # and outcomes of partnerships
- # of grants
- Amount of fundraising
- Community surveys

**Goal 7: Through effective planning and using resources efficiently, the District/campuses provide facilities, equipment, technology, and infrastructure to adequately support instructional programs and services.**

***Potential Strategies:***

- 7.1 Use local bond revenues to enhance facilities, equipment, technology, and infrastructure.
- 7.2 Secure additional resources through partnerships, grants, gifts (in-kind or monetary) and other sources.

***Potential Indicators & Measures:***

- \$\$ spent on M&O
- # of equipped classrooms
- # of faculty members trained to maximize technology in the classroom

**Goal 8: Marketing/communications efforts are evaluated and refined on an ongoing basis to enhance effectiveness of outreach in enrollment management, business and industry partnerships, grant writing, and fund raising.**

***Potential Strategies:***

- 8.1 Develop a District marketing plan, based on the District’s annual Strategic Plan priority goals, that complements campus-level marketing in the areas of enrollment, partnerships, grants, and fund raising.

8.2 Identify and update on an ongoing basis the District's key messages and communications vehicles, including traditional and new media formats (from special marketing campaigns to routine phone messages and signage).

8.3 Share information about marketing activities between campuses and the District to leverage opportunities and maximize results.

***Potential Indicators & Measures:***

- Benchmark focus groups/surveys
- Progress focus groups/surveys
- Results tracking of marketing strategies

## **North Orange County Community College District Strategic Plan Implementing the Plan**

The NOCCCD District-wide Strategic Plan will be implemented by teams on the campuses and at the District Office with input from the District Planning Council and oversight from the Board of Trustees. These teams will include existing groups that already work together and new groups that will be established expressly to address new focus areas and goals of the District-wide Strategic Plan. Some of the groups will be campus-based, including those that already are responsible for developing and implementing their individual campus plans. Other groups will be District-wide, including those that call upon personnel at different campuses but in the same fields of expertise.

In the second phase of developing the District-wide Strategic Plan in 2006-07, these implementation teams will further refine the strategies that have been drafted as “potential strategies” in the first phase of planning. By the end of 2006-07, these teams also will refine the key performance indicators/measures that will be used to report progress made on each goal, at each campus, and in the District Office.

In 2006-07 annual reports presented to the Board of Trustees, each campus and the District Office will use the same format to report their individual progress in addressing the focus areas and goals in the District-wide Strategic Plan.

## **North Orange County Community College District Strategic Plan Explanation of Terms**

**Focus Area**—Area of concentration that emerges from a gap analysis of research, showing where an organization is compared to where it wants to be in realizing its vision.

**Goal**—Broadly defined accomplishment, condition, or result to be achieved in order for an organization to accomplish its mission and achieve its vision.

**Indicator/Measure**—Signpost used to demonstrate progress the organization is making toward achievement of goals.

**Mission**—The clear and compelling purpose of the organization, the reason the organization exists.

**Strategic Planning**—The process by which members of an organization, with input from internal and external communities, envision the organization's future and develop the necessary procedures and operations to achieve that future.

**Strategy**—A broad statement of how the organization may deploy major resources to accomplish its vision and maximize completion of indicators and measures.

**Values**—Statements of fundamental ethical, moral, and professional expectations for performance and behavior within an organization.

**Vision**—A mental image, a vivid description of what the organization will be like if it fully achieves its mission.

**North Orange County Community College District  
Strategic Plan  
Information Sources**

“California Community Colleges System Strategic Plan,” January 2006

“The Economic Contributions of the Orange County Community College Districts,” December 2005, CCbenefits Inc., Co-Sponsored by Orange County Community College Districts

“Keeping America’s Promise: A Report on the Future of the Community College,” 2004, Education Commission of the States and the League for Innovation in the Community College

“North Orange County Community College District School of Continuing Education Community Scan,” 2005

“Orange County Workforce 2005: Can OC’s Prosperity Survive?,” November 2005, Orange County Business Council

“2005 Orange County Community Indicators,” March 2005, Co-Sponsored by the Orange County Business Council

“Return on Investment: Educational Choices and Demographic Change in California’s Future,” December 2005, University of California, Berkeley, Co-Sponsored by Campaign for College Opportunity

**North Orange County Community College District  
Strategic Plan  
Group Planning Meetings**

December 13, 2005 – Steering Committee Meeting  
January 23, 2006 – Steering Committee Meeting  
January 23, 2006 – District Planning Council Meeting  
January 24, 2006 – Board of Trustees Meeting  
February 13, 2006 – District Planning Council Meeting  
February 14, 2006 – Board of Trustees Meeting  
March 14, 2006 – Board of Trustees Meeting  
March 15, 2006 – District Planning Council All-Day Meeting  
March 28, 2006 – Strategic Conversation  
April 11, 2006 – Steering Committee & Board of Trustees Meetings  
April 12, 2006 – Chancellor’s Staff Meeting  
April 24, 2006 – District Planning Council Meeting  
May 10, 2006 – Chancellor’s Staff Meeting  
May 23, 2006 – Board of Trustees Meeting  
June 13, 2006 – Steering Committee Meeting  
June 27, 2006 – Board of Trustees Meeting

**North Orange County Community College District  
Strategic Plan  
Planning Participants**

**Board of Trustees**

Donna Miller, President  
Jeff Brown, Vice President  
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Barbara Dunsheath, Member  
Leonard Lahtinen, Member  
Michael Matsuda, Member  
Molly McClanahan, Member  
Elsa Garcia, Cypress College Student Member 2005-06 & 2006-07  
Victoria Rizo, Fullerton College Student Member 2004-05 & 2005-06  
Crystal Sandoval, Fullerton College Student Member 2006-07

**Steering Committee**

Barbara Dunsheath, Board of Trustee Member  
Molly McClanahan, Board of Trustee Member  
Dr. Jerome Hunter, Chancellor  
Deborah Ludford, District Director, Information Services  
Christie Wallace Noring, District Director, Public Affairs  
Dr. Kathy Hagler, Consultant  
Dr. Sally Anderson, Consultant

**District Planning Council**

Violet Ayon, Executive Administrative Aide to the Chancellor  
Dr. Nancy Byrnes, Cypress College Vice President  
Karen Cant, Cypress College Director, Budget and Finance  
Dale Craig, United Faculty Representative  
Claudette Dain, District Director, Fiscal Affairs  
Dao Do, School of Continuing Education Interim Manager of Administrative Services  
Steve Gold, Cypress College Academic Senate Representative  
Alejandra Goodrich, Fullerton College Associated Students President  
Beverly Harrington, CSEA (California School Employees Association) Representative  
Dr. Kathleen Hodge, Fullerton College President  
Dr. Barbara Hollowell, Fullerton College Interim Vice President, Instruction  
Jeff Horsley, Vice Chancellor, Human Resources  
Pat Humpres, Confidentials Employee Group Representative  
Dr. Jerome Hunter, Chancellor  
Tony Jones, United Faculty President  
Dr. Mike Kasler, Cypress College Executive Vice President  
Dr. Margie Lewis, Cypress College President

Lis Leyson, Fullerton College Interim Vice President, Instruction  
Deborah Ludford, District Director, Information Services  
Rod Lusch, CSEA President  
Dr. Joumana McGowan, Fullerton College Faculty Senate President  
Dr. Gary McGuire, School of Continuing Education Provost  
Jonathan Morrell, Fullerton College Vice President, Student Services  
Adam O'Connor, Fullerton College Director, Budget and Finance  
Fola Odebunmi, Cypress College Academic Senate President  
Tom Parisi, School of Continuing Education Dean of Instruction  
Fred Rocha, School of Continuing Education Academic Senate Representative  
Rolando Sanabria, Fullerton College Academic Senate Representative  
Andrea Sibley-Smith, School of Continuing Education Academic Senate President  
Dr. Bob Simpson, District Management Association President  
Terrie Taylor, School of Continuing Education Manager of Administrative Services  
Christie Wallace Noring, District Director, Public Affairs  
Georgia Wattimena, Cypress College Associated Students President  
Fred Williams, Vice Chancellor, Finance and Facilities