



North Orange County Community College District

DISTRICT-WIDE
STRATEGIC PLAN
2012-2014





North Orange County Community College District District-wide Strategic Plan 2012 - 2014

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 2012 - 2014* is the District's short-term plan. This plan identifies the specific actions that the North Orange County Community College District (NOCCCD) intends to take in order to achieve the District Strategic Directions identified in the *North Orange County Community College District 2011 Comprehensive Master Plan*.

The term for District-wide strategic plans 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*:

- *NOCCCD District-wide Strategic Plan 2012 – 2014*
- *NOCCCD District-wide Strategic Plan 2014 – 2017*
- *NOCCCD District-wide Strategic Plan 2017 – 2020*

The current year is an exception to the three-year cycle. The *2012-2014 District-wide Strategic Plan* was developed in spring 2012, with implementation slated to begin in fall 2012. This District-wide strategic plan will guide the District until the *North Orange County Community College District District-wide Strategic Plan 2014-2017* is developed.

The components of the *North Orange County Community College District-wide Strategic Plan 2012- 2014* 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.

- **District Objectives** describe the initiatives undertaken to achieve the District Strategic Directions that require collaboration and coordination among District Services and campus administrators, faculty, and staff. The initiatives to be undertaken at each site are also 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** describe in step-by-step sequence 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** identifies approximately how much funding will be needed, if any, to complete the Action Plan. Personnel costs for current employees are not included in this estimate.

- **Outcome** is a brief statement describing the results of the Action Plan. This column is completed for the annual Progress Report.

- **Implications for Next Year's Action Plans** describes adjustments that may be needed if the outcome described in the previous column requires changes to subsequent Action Plans. This column is completed for the annual Progress Report.

INTRODUCTION cont'd

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 and short-term goals.

The progress reports accomplish three tasks:

- Consolidate information about the tasks 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

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

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*. Each of the District's campuses also has an integrated planning process in which the components are linked to one another. The campuses' planning processes link to the District-level planning in two 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 the objectives developed by each campus.

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

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.

District Objective 1.2: NOCCCD will implement online systems for student educational plans and degree audits.

District Objective 1.3: NOCCCD will fiscally 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 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 develop, distribute, and evaluate an annual District Institutional Effectiveness Report that disaggregates data by racial/ethnic cohorts to maintain awareness of the achievement gap and inform initiatives across the district.

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.**

There are no District Objectives related to District Strategic Direction 3. The objectives describing the initiatives that will move NOCCCD toward achievement of this District Strategic Objective are included in the campus-level strategic plans.

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

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 implement, evaluate, and revise the District-wide integrated planning model.

District Objective 4.2: NOCCCD will implement, evaluate, and revise decision-making processes to ensure that these processes are collaborative and transparent.

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 convene educational summits of K-16 leaders in the District to develop and implement strategies to increase partnerships that would enhance student success.

District Objective 5.2: NOCCCD will convene business/industry summits for business and civic leaders to develop and implement strategies to increase partnerships between the campuses and local business 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.

Action Plan for District Objective 1.1	Responsible Party	Target Completion Date	Estimated Budget	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 - Schedule the training sessions for 2012- 2013	District Staff Development Committee	September through December, 2012	-0-		
1.1.2. - Strongly encourage Trustees and administrators to attend - Invite faculty and staff to attend the trainings described above	Chancellor	Contingent on schedule for training	-0-		
1.1.3. - Deliver and evaluate the training session - Analyze the results of the training and make a recommendation on whether training on the factors that impact student success should be held in 2013-2014 - Present the recommendation regarding future training sessions to District Consultation Council	District Staff Development Committee	By April 15, 2013	To be determined		
1.1.4. Implement the agreed-upon plan of training sessions	District Staff Development Committee	2013-2014	To be determined		

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 1.2

NOCCCD will implement online systems for student educational plans and degree audits.

Action Plan for District Objective 1.2	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
1.2.1. - Following the recommendations developed in the users' group meeting held in 2011, review options for online student educational plans and degree audits - Develop a recommendation regarding online student educational plans and degree audits including estimated costs for new software and/or programming and an implementation timeline - Present proposal to District Consultation Council	Technology Coordinating Council in consultation with Banner Steering Committee	August 2012	-0-		
1.2.2. – Contingent on funding, make student educational plan and degree audits available online - Create an awareness campaign to promote the use of these new features - Train faculty and staff on the use of the new features	Technology Coordinating Council, the District Public and Governmental Affairs Director, and campus Public Information Officers	June 2013	To be determined		
1.2.3. Include an evaluation of the online student educational plan and degree audits in the campus student satisfaction surveys	FC, CC and SCE Institutional Research Directors	March 2013 (if applicable) March 2014 (if applicable)	-0-		
1.2.4. – Based on the feedback from the campus student satisfaction surveys, revise the awareness campaign to promote the use of the online student educational plans and degree audits as needed - Repeat the training for faculty and staff on the use of the new features	Technology Coordinating Council, the District Public and Governmental Affairs Director, and campus Public Information Officers	November 2013 (if applicable)	-0-		

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

Action Plan for District Objective 1.3	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
1.3.1. Review the criteria for allocating the Innovation Fund to ensure that the criteria for awarding funds aligns with this District Objective	Director, Equity and Diversity in consultation with District Consultation Council	October 2012	-0-		
1.3.2. - Modify the criteria for awarding fiscal support from the Innovation Fund 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	November 2012	-0-		
1.3.3. Review submitted proposals and make recommendations	NOCCCD Innovation Fund Task Force	February 2013	-0-		
1.3.4 Review recommended proposals for funding and consideration by the Board	Chancellor's Staff	March 2013			

Note: See NOCCCD Innovation Fund document for operational details

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 develop, distribute, and evaluate an annual District Institutional Effectiveness Report that includes disaggregated data by racial/ethnic cohorts to maintain awareness of the achievement gap and inform initiatives across the District.

Action Plan for District Objective 2.1	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
2.1.1. -Develop a template for an annual NOCCCD Institutional Effectiveness Report based on ACCJC requirements for evidentiary information - Include in the NOCCCD Institutional Effectiveness Report template an inventory of current NOCCCD programs and services that specifically address the achievement gap - Set a schedule for the annual production of the NOCCCD Institutional Effectiveness Report - Collaborate with Information Services to develop data reports as needed	Institutional Effectiveness Coordinating Council and District Director of Information Services	October 2012	-0-		
2.1.2. – Prepare the first NOCCCD Institutional Effectiveness Report and post the report online - Distribute District-wide an executive summary with a link to the full report - Lead a dialogue at each campus to set annual targets for completion of degrees, certificates, diplomas, transfers, transfer-readiness requirements, and courses	Institutional Effectiveness Coordinating Council	Schedule for NOCCCD Institutional Effectiveness Reports to be determined	-0-		
2.1.3. Include an evaluation of the NOCCCD Institutional Effectiveness Report in the NOCCCD District-wide Satisfaction Survey	Institutional Effectiveness Coordinating Council and District Director of Information Services	Contingent on the schedule for the preparation and distribution of the NOCCCD Institutional Effectiveness Report	-0-		
2.1.4. – Based on feedback from the survey, revise the data elements in the NOCCCD Institutional Effectiveness Report as warranted	Institutional Effectiveness Coordinating Council	Contingent on the schedule for the preparation and distribution of the NOCCCD Institutional Effectiveness Report	-0-		

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.**

There are no District Objectives for District Strategic Direction 3. The objectives leading to achievement of this District Strategic Objectives are included in the campus Strategic Plans.

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 implement, evaluate, and revise the District-wide integrated planning model.

Action Plan for District Objective 4.1a Annual NOCCCD District-wide Satisfaction Survey	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
4.1a.1. <i>Develop the content and timeline for an annual NOCCCD District-wide Satisfaction Survey to assess satisfaction with District-wide communication and District Services (Note: This survey will be expanded in 2015 and 2018 to include assessment of District-level planning processes and District-level decision-making processes.)</i>	<i>District Consultation Council in collaboration with District Director of Public and Governmental Affairs and Institutional Effectiveness Coordinating Council</i>	<i>January 2013 January 2014</i>	<i>-0-</i>		
4.1a.2. <i>Distribute the NOCCCD District-wide Satisfaction Survey</i>	<i>District Director of Public and Governmental Affairs</i>	<i>April 2013 April 2014</i>	<i>To be determined</i>		
4.1a.3. <i>- Analyze results of the NOCCCD District-wide Satisfaction Survey - Report results to District Consultation Council - Distribute results to District Services Committee</i>	<i>District Director of Public and Governmental Affairs</i>	<i>June 2013 June 2014</i>	<i>-0-</i>		

Note: Even though the NOCCCD District-wide Satisfaction Survey will not include the assessment of District-level planning processes and District-level decision-making processes until 2015, the development and distribution of this survey is part of the implementation of the District-wide integrated planning model because the results will provide feedback for the District Services Administrative Review.

District Strategic Direction 4 (CONT'D)

District Objective 4.1 continued

NOCCCD will implement, evaluate, and revise the District-wide integrated planning model.

Action Plan for District Objective 4.1b. Progress Report	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
4.1b.1. Develop the template for an annual Progress Report that will document progress on District Strategic Directions and District Objectives	Institutional Effectiveness Coordinating Council and District Director of Public and Governmental Affairs	February 2013	-0-		
4.1b.2. – Request two reports: (1) from responsible parties identified in the District-wide Strategic Plan to report progress on the Action Plans and (2) from campuses to report and evaluate the outcomes of activities undertaken to contribute to achievement of the District Strategic Directions	Institutional Effectiveness Coordinating Council	May 2013 May 2014	-0-		
4.1b.3. Draft the Spring 2013 (2014) Progress Report on District-wide Strategic Plan 2012 – 2014	District Director of Public and Governmental Affairs	June 2013 June 2014	-0-		
4.1b.4. - Present the draft Spring 2013 (2014) Progress Report on District-wide Strategic Plan 2012 – 2014 to District Consultation Council and the Board for review and comment - Incorporate changes as warranted	District Director of Public and Governmental Affairs	August 2013 August 2014	-0-		
4.1b.5. Distribute the Spring 2013 (2014) Progress Report on the District-wide Strategic Plan 2012 – 2014	Chancellor	September 2013 September 2014			

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 implement, evaluate, and revise decision-making processes to ensure that these processes are collaborative and transparent.

Action Plan for District Objective 4.2a Training for Council Members	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
4.2a.1. <i>Develop the content for training the members of District Councils on the operating agreements that are to be followed in District Councils including (i) the responsibilities of council members to share information from District Councils meetings with constituents and (ii) the importance of posting agendas and minutes online</i>	District Consultation Council	August 2012	-0-		
4.2a.2. <i>- Add to the training template any council-specific operating agreements - Lead training on council operating agreements</i>	Chairs of the District Councils - District Consultation Council - Council on Budget & Facilities - District Curriculum Coordinating Committee - Institutional Effectiveness Coordinating Council - Technology Coordinating Council	September 2012 September 2013	-0-		

District Strategic Direction 4 (CONT'D)

District Objective 4.2

NOCCCD will implement, evaluate, and revise decision-making processes to ensure that these processes are collaborative and transparent.

Action Plan for District Objective 4.2b Strengthen Communication	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
4.2b.1. Develop a system to ensure the decision-making processes regarding potential shifting, duplication, or articulation of all District programs, curriculum or services are collaborative and transparent and that there is dialogue with all District entities that may be impacted	District Consultation Council	August 2012	-0-		
4.2b.2. Implement the system described above	District Consultation Council	September 2012	-0-		
4.2b.3.- Include questions about the effectiveness of the revised system for communication in the NOCCCD District-wide Satisfaction Survey (see Action Step 4.1a.1.)	District Director of Public and Governmental Affairs	January 2013 January 2014	-0-		
4.2b.4. Report survey results to District Consultation Council (see Action Plan 4.1a.3.)	District Director of Public and Governmental Affairs	June 2013 June 2014	-0-		
4.2b.5. Facilitate discussion of the feedback on the effectiveness of the revised system for communication and revisions to the communication strategies as warranted	Chancellor	September 2013 September 2014	-0-		

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 convene educational summits of K-16 leaders in the District to develop and implement strategies to increase partnerships that would enhance student success.

Action Plan for District Objective 5.1	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
<p>5.1.1. -Develop a plan to host K-16 summit(s) in 2012-2013 including the participants to be invited, date, location, and agenda items</p> <ul style="list-style-type: none"> - Send a "save the date" announcement to the identified participants - Review the plan with Chancellor's Staff and revise based on feedback - Review the plan with District Consultation Council and revise based on feedback - Invite participants to fall 2012 summit 	<p>District Director of Public and Governmental Affairs in collaboration with the campus CEOs or their designees</p>	<p>Save-the-date announcement: June 2012</p> <p>Complete plan for event: September 2012</p> <p>Invitations: September 2012</p>	-0-		
<p>5.1.2. - Host K-16 summit(s)</p> <ul style="list-style-type: none"> -Ask participants to evaluate the summits 	Chancellor	November 2012	To be determined		
<p>5.1.3. - Use the feedback gained at the summit to prepare an evaluation of the summit and a recommendation regarding future educational summits</p> <ul style="list-style-type: none"> - Develop strategies to evaluate whether the summit resulted in an increase in partnerships 	<p>District Director of Public and Governmental Affairs in collaboration with the campus CEOs or their designees</p>	January 2013	-0-		

District Strategic Direction 5 (CONT'D)

District Objective 5.1 continued

NOCCCD will convene educational summits of K-16 leaders in the District to develop and implement strategies to increase partnerships that would enhance student success.

Action Plan for District Objective 5.1	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
5.1.4. - Review the evaluation of the summit and the recommendation regarding future educational summits with Chancellor's Staff - Review the evaluation of the summit and the recommendation regarding future educational summits with District Consultation Council	District Director of Public and Governmental Affairs	March 2013	-0-		
5.1.5. Implement the agreed-upon plan regarding future educational summits - Evaluate whether the summit(s) increased partnerships	District Director of Public and Governmental Affairs	To be determined	To be determined		

District Strategic Direction 5 (CONT'D)

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 convene a business/industry summit for business and civic leaders to develop and implement strategies to increase partnerships between the campuses and local business and civic organizations.

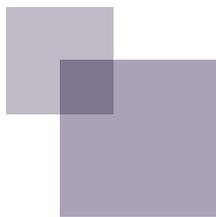
Action Plan for District Objective 5.2	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
<p>5.2.1. -Develop a plan to host a business/industry summit including the participants to be invited, date, location, and agenda items</p> <ul style="list-style-type: none"> - Send a "save the date" announcement to the identified participants - Review the plan with Chancellor's Staff and revise based on feedback - Review the plan with District Consultation Council and revise based on feedback - Invite participants to spring 2013 summit 	District Director of Public and Governmental Affairs in collaboration with CEOs or their designees	<p>Save-the-date announcement: January 2013</p> <p>Complete plan for event: February 2013</p> <p>Invitations: February 2013</p>	-0-		
<p>5.2.2. - Host the business/industry summit</p> <ul style="list-style-type: none"> - Ask participants to evaluate the event 	Chancellor	No later than June 2013	To be determined		
<p>5.2.3. - Use the feedback gained at the spring summit to prepare an evaluation of the summit and a recommendation regarding future business/industry summits</p> <ul style="list-style-type: none"> - Develop strategies to evaluate whether the summit resulted in an increase in partnerships 	District Director of Public and Governmental Affairs in collaboration with the campus CEOs or their designees	August 2013	-0-		
<p>5.2.4. - Review the evaluation of the summit and the recommendation regarding future business/industry summits with Chancellor's Staff</p> <ul style="list-style-type: none"> - Review the evaluation of the summit and the recommendation regarding future business/industry summits with District Consultation Council 	District Director of Public and Governmental Affairs in collaboration with the campus CEOs or their designees	September 2013	-0-		

District Strategic Direction 5 (CONT'D)

District Objective 5.2

NOCCCD will convene a business/industry summit for business and civic leaders to develop and implement strategies to increase partnerships between the campuses and local business and civic organizations.

Action Plan for District Objective 5.2	Responsible Party	Target Completion Date	Estimated Budget	Outcome	Implications for Next Year's Action Plan
5.2.5. - Implement the agreed-upon plan regarding future business/industry summits - Evaluate whether the summit(s) increased partnerships	Collaboration of District Director of Public and Governmental Affairs	To be determined	To be determined		



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