INSTITUIONAL EFFECTIVENESS		
GOAL I	**Develop an evaluation process to measure institutional effectiveness and use it to inform planning and resource allocation.**	
ACTION STEPS	**TIMELINE**	**CHAMPION**
Objective 1: Develop a school-wide cycle of program review which includes data collection, analysis, and discussion and use it to support Student Learning Outcomes (SLOs), curriculum, instruction, and program improvement.		
1. Develop process and mechanisms to evaluate effectiveness of all NOCE instructional and student services programs and design continuous improvement cycle inclusive of resource allocation.		OIRP Director or Dean, EIE
2. Integrate NOCE planning initiatives into the schoolwide cycle of program review.		OIRP Director or Dean, EIE
3. Actively engage all constituent groups, including faculty, managers, classified staff and students with program review and integrated planning efforts.		Provost
4. Evaluate the use of instructional methodologies that lead to accelerated learning (e.g. IBEST, UDL, dual enrollment, etc.).		OIRP Director
Objective 2: Utilize technology as a tool to measure Institutional Effectiveness.		

1.   Develop tools to collect and assess data.
      a. Software to support SLO assessment cycle, evaluate SLO data, and use the data to improve student learning
      b. Early Alert system
      c. ARGOS Reports and Banner 9
      d. Assessment data reports
      e. Attendance data reports
      f. Tools to evaluate the effectiveness of local initiatives
      g. Mobile app
      h. Data visualization tools
		OIRP Director

Objective 3: Offer professional development activities to promote Institutional Effectiveness.		
1. Identify experts to train staff on the abovementioned tools using a variety of delivery methods (e.g. webinars and short videos).		ProD Chair
2. Schedule professional development and training opportunities for MIS-related topics, such as data collection, data input, reports, and knowledge.		ProD Chair
GUIDED PATHWAYS		
GOAL II	**Create and maintain educational pathways to increase the likelihood of completion and transition to workforce, credit-bearing programs, and other educational options.**	
ACTION STEPS	**TIMELINE**	**CHAMPION**
Objective 1: Develop curriculum and expand offerings that promote greater transition into the workforce and credit-bearing programs and other educational options. *Guided Pathways Pillar: Create clear curricular pathways to employment and further education.*		
1. Increase and improve articulation agreements with Cypress College and Fullerton College through curriculum development and alignment of courses.		Dean/Instructional Programs
2. Partner with sister colleges to deliver transition to college course offerings.		BSHSD Program Director

GUIDED PATHWAYS (cont.)		
ACTION STEPS	**TIMELINE**	**CHAMPION**
Objective 2: Develop effective ways to communicate academic and career pathways to students. *Guided Pathways Pillar: Help students choose and enter their pathway.*		
1. Create a visual model illustrating academic and career pathways within NOCE and beyond.		Dean/Instruction
2. Expand self-paced career/college exploratory features in the new NOCE website and explore the use of a mobile map to enhance exploratory options for students.		Director of Campus Communications
3. Finalize career interest clusters and communicate CTE offerings to students. Use program mapping to organize the permanent website and online catalog.		Dean/Student Services
4. Finalize the development of the Career Services Framework that streamlines and expands career services across programs and for all students, including access to career exploration software and career advisement.		Dean/Student Services
5. Develop and promote the North Orange Promise pipeline at NOCE for feeder high school students enrolling in CTE and High School programs.		Dean/Student Services BSHSD Program Director
Objective 3: Provide intensive support to help underprepared students succeed in college-level courses. *Guided Pathways Pillar: Help students choose and enter their pathway.*		
1. Develop and promote noncredit lecture-based math and English courses to be offered on college campuses.		BSHSD Program Director
2. Expand GED program with bilingual support.		BSHSD Program Director
Objective 4: Facilitate and accelerate onboarding process of orientation, assessment, and placement. *Guided Pathways Pillar: Help students choose and enter their pathway.*		
1. Further integrate the Fastrack onboarding event into regular student services.		SSSP Director
2. Include self-paced exploratory features in the new NOCE website and noncredit CCCApply My Path application. Explore the use of mobile app to enhance exploratory options for students.		Dean/Enrollment and Institutional Effectiveness
Objective 5: Implement support services that increase student retention and transition. *Guided Pathways Pillar: Help students stay on their pathway.*		
1. Expand counseling and student services at offsite locations, including evening hours.		SSSP Director
2. Expand collaboration between counselors and instructors to increase student counseling appointments and Student Educational Plans.		SSSP Director
3. Develop an early alert system and mid-point checks for all students and programs in a CDCP.		OIRP Director or Dean, EIE
4. Implement a degree audit system accessible to students.		OIRP Director or Dean, EIE
5. As NOCE launches online classes, develop ways to offer student supports online.		Dean/Student Services
Objective 6: Incorporate college and workforce readiness skills into curriculum. *Guided Pathways Pillar: Ensure that learning is happening with intentional outcomes.*		
1. Provide professional and curriculum development opportunities on New World of Work 21st Century Employability Skills.		ProD Chair
2. Finalize and implement Program SLO Action Plan for faculty to identify and address learning gaps through curriculum modification, updated instructional models and professional development.		SLO Chair
3. Expand work-based learning opportunities for students through the regional and local workforce development initiatives, such as enhanced classroom laboratories and work-based learning projects.		CTE Director

GUIDED PATHWAYS (cont.)		
ACTION STEPS	**TIMELINE**	**CHAMPION**
Objective 6: Incorporate college and workforce readiness skills into curriculum. *Guided Pathways Pillar: Ensure that learning is happening with intentional outcomes.*		
4. Solidify, expand and promote digital learning opportunities through New World of Work and LinkedIn Learning, including digital badging and e-portfolios.		CTE Director
Objective 7: Increase targeted professional development for all NOCE constituents. *Guided Pathways Pillar: Ensure that learning is happening with intentional outcomes.*		
1. Increase the number of respondents to the ProD needs survey.		ProD Chair
2. Use different methods, including remote methods, to provide professional development.		ProD Chair
3. Offer professional development activities to all staff on NOCE pathways and transitional activities.		ProD Chair
4. Increase participation of adjunct faculty in professional development.		ProD Chair

CAPACITY		
GOAL III	**Using relevant data develop evidence-based strategies to align NOCE's institutional capacity with the needs of the community within the District's service area.**	
Objective 1: Enhance effectiveness of marketing and communication to promote awareness, enrollment, and partnerships.		
ACTION STEPS	**TIMELINE**	**CHAMPION**
1. Develop and launch a comprehensive brand presence for the new NOCE name.		Director of Campus Communications
2. Develop a redesigned website for community needs and awareness.		Director of Campus Communications
3. Develop a targeted marketing and outreach plan for the NOCE service area.		Director of Campus Communications
4. Develop a targeted in-reach plan for NOCE programs.		Director of Campus Communications
Objective 2: Expand new and emerging student services at NOCE Centers, NOCRC, and community partners.		
1. Develop a matrix of identified student service needs (e.g. assessment, student, and mental health centers, etc.).		Dean/Student Services
2. Prioritize list of student services. Develop a three-year timeline to implement expanded student services.		Dean/Student Services
3. Identify funding for staffing, space, furnishings, etc. of expanded student services.		Dean/Student Services
4. Identify physical locations for expanded student services. This would include space at the three NOCE Centers, NOCRC, and community partners.		Deans
Objective 3: Develop a plan for facility improvements to best serve students.		
1. Plan for study and student engagement space through renovation of existing facilities.		Deans
2. Design a facility utilization plan to meet student demand and the efficiency standards.		Deans
3. Maximize seating capacity of high-demand offerings.		Deans

CAPACITY (cont.)		
ACTION STEPS	**TIMELINE**	**CHAMPION**
Objective 4: Enhance facilities for increased safety measures.		
1. Develop tool to gather feedback on facility safety needs.		Campus Safety Director
2. Implement safety measures based on assessment results and available funding.		Campus Safety Director
3. Develop a means to gather regular and ongoing feedback from staff, students and faculty on workplace security measures.		Campus Safety Director
4. Develop a three-year action plan that covers all NOCE sites to implement appropriate work practice and physical security measures to prevent workplace violence, such as controlling the physical access to the workplace and installation of alarm systems.		Campus Safety Director
5. Incorporate facilities-relevant action steps from NOCE Action Plan on Prevention of Workplace Violence into the NOCCCD Facilities Master Plan as appropriate.		Campus Safety Director
Objective 5: Review technology for maximized effectiveness, efficiency, and school-wide use.		
1. Review instructional and operational software to ensure effective and productive use.		IT Manager
2. Develop survey tools for seeking feedback on strengths and challenges with current technology. Collect the feedback annually and incorporate results into established technology plan.		IT Manager

EQUITY		
GOAL IV	**Engage in targeted efforts toward eliminating the achievement gap of disproportionately impacted groups identified in the NOCE Student Equity Plan.**	

Objective 1: Identify essential student service gaps within the District service area and develop plans to meet those community needs.

ACTION STEPS	TIMELINE	CHAMPION
1. Continue to identify student populations within NOCE, the District, and the community for specific instructional programs and services.		OIRP Director
2. Conduct internal and external outreach targeting DI student populations.		Director of Campus Communications
3. Identify and address roadblocks that impede a student's opportunity to take courses.		SSSP Director
4. Develop and distribute a matrix of resources for various support services, such as babysitting, mental health assistance, etc.		Dean/Student Services

Objective 2: Implement effective strategies to engage community members whose primary language is not English.

ACTION STEPS	TIMELINE	CHAMPION
1. Gather feedback from faculty and staff on the materials that need to be translated as well as the languages that would be most effective.		Director of Campus Communications
2. Establish an inventory of applicable forms, marketing materials, etc. and select the materials to be translated.		Director of Campus Communications
3. Hire a professional expert to translate materials into multiple languages and establish a timeline.		Director of Campus Communications
4. Publish materials in multiple languages (forms/publications).		Director of Campus Communications

EQUITY (cont.)		

Objective 3: Identify roadblocks that prevent students from completing courses and programs and/or transitioning and develop plans to increase success and transitioning.

	ACTION STEPS	TIMELINE	CHAMPION
1.	Increase success rate for disproportionately impacted populations in courses and programs.		SSSP Director
2.	Increase noncredit to credit transfer rate of disproportionately impacted populations.		SSSP Director
3.	Introduce Universal Design principles to curriculum and facilities design.		Curriculum Chair Deans

Objective 4: Develop an equity-minded culture in all areas of NOCE.

	ACTION STEPS	TIMELINE	CHAMPION
1.	Increase student engagement through expansion of the NOCE student leadership program and through workshops or trainings that teach students about self-advocacy.		Dean/Student Services
2.	Develop professional development opportunities for all NOCE faculty and staff on the topic of equity.		ProD Chair

Key: Dean, EIE - Dean responsible for Enrollment and Institutional Effectiveness