

MESSAGE FROM THE PRESIDENT



Following, you will find the Norco College Strategic Plan and Process for 2013-18. Preparation was an inclusive process with input for each component of the plan from faculty, staff, students, administrators, and community members which formed its foundation. The work of the Institutional Strategic Planning Council, under the guidance of co-chairs Dr. Diane Dieckmeyer and Dr. Gail Zwart, was invaluable in the completion of this publication and their efforts are greatly appreciated. The ISPC members are:

Andy Aldasoro	Joe Eckstein
Greg Aycock	Monica Green
Melissa Bader	Mark Lewis
David Bobbitt	Jason Rey
Celia Brockenbrough	Jim Thomas
Sharon Crasnow	Jefferson Tiangco
Leona Crawford	Deborah Tompsett-Makin
Mark DeAsis	Shaunna Winn (ASNC rep)
Debbie DiThomas	

Ongoing strategic planning includes our core commitments, revised mission statement, and the vision of Norco College. Clear goals direct us toward improving student access, increasing student persistence and success, enhancing the quality of student life, strengthening our academic programs and learning environment to meet student and community needs, and institutional effectiveness. The objectives support the goals and lay out the milestones to achieve our goals. Our collective actions will be driven by our commitments, values, goals and objectives.

This document compels Norco College faculty, staff, and administration to use our planning process as a guide to our work. We are fully committed to this ongoing, inclusive planning process. It will be critical to implementing our redefined goals to accomplish our updated mission.

Our vision and mission will be fulfilled as we use this plan to guide us. I look forward to sharing the measurable results and celebrating our accomplishments following our plan.

A handwritten signature in black ink that reads "Paul Parnell". The signature is written in a cursive, flowing style.

Paul Parnell, Ph.D.
President

EXECUTIVE SUMMARY

Through a collaborative process of dialogue, discussion, and analysis Norco College began a review and revision of its Strategic Plan and Process 2008-2012 in the spring of 2012. Led by the Institutional Strategic Planning Council (ISPC), the process included a review and revision of the College Mission and Vision statements as well as its Strategic Goals and Objectives, which also reflect the Goals and Objectives of the Norco College Educational Master Plan 2008-2012. Lastly, as part of the process, the Core Commitments were reviewed and reaffirmed.

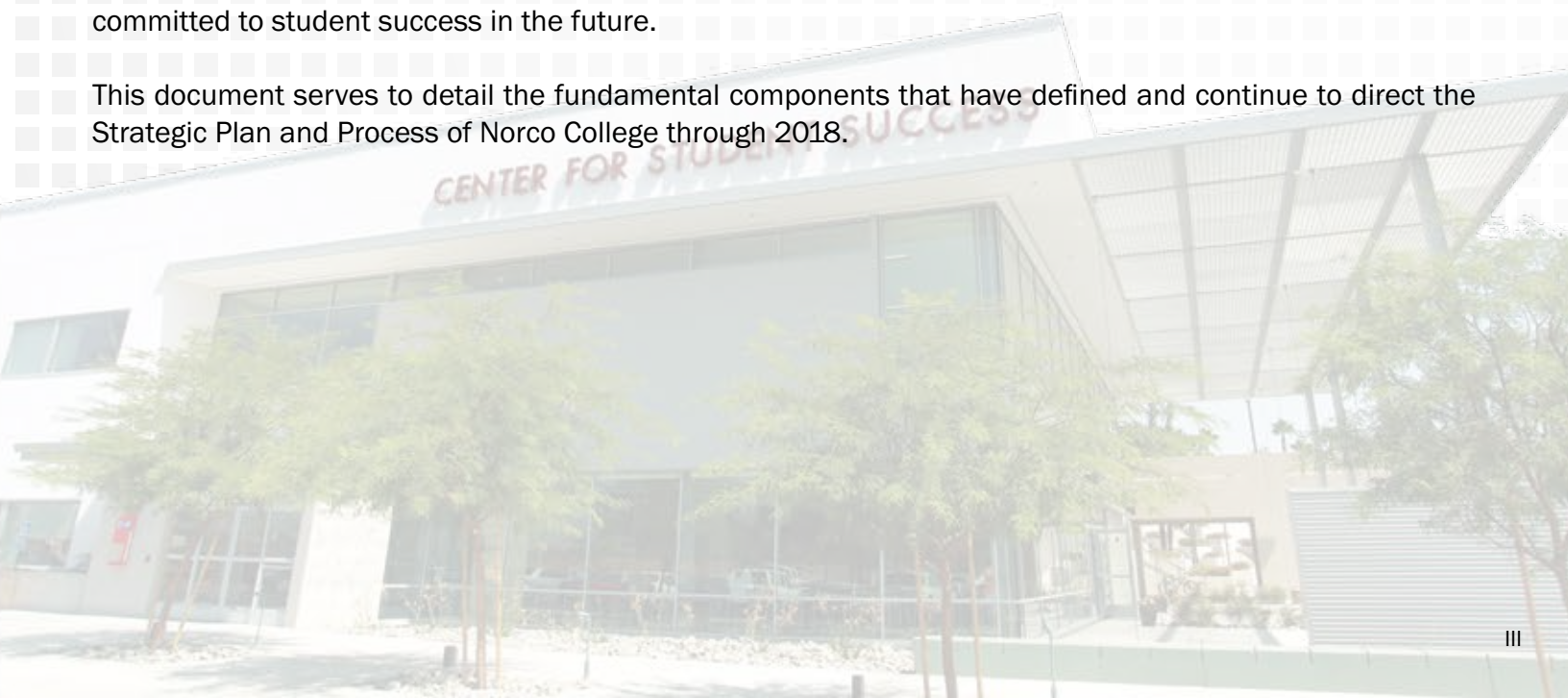
The mission statement was approved by the Committee of the Whole (COTW) in May 2012 and approved by the Board of Trustees in August 2012. The Vision Statement and Strategic Goals and Objectives were approved by the COTW in September 2012 and October 2012, respectively, with the entire document being approved by the Board of Trustees in February 2013.

Built upon the previous work of the College, this document represents the culmination of a revised Strategic Plan and Process for 2013-2018 that is reflective of the faculty, staff, administration, community, and students of Norco College. Many of the challenges and opportunities that the College faces in the next five years are highlighted in the Strategic Goals and Objectives with a commitment to the important work to be accomplished in the upcoming years.

The Norco College Strategic Plan and Process 2013-2018 also aligns with current Riverside Community College District standards, and statewide initiatives and mandates such as those found within the Student Success Act of 2012. Likewise, it demonstrates responsiveness to the findings obtained by the strengths, weaknesses, opportunities, and threats analysis performed by the Institutional Strategic Planning Council.

The Strategic Plan and Process 2013-2018 crystallizes the key planning processes and strategies of Norco College: the Core Commitments, the Mission, and the Vision. These cornerstone elements, along with our committee structure and processes for program review, learning outcomes, resource allocation, and institutional planning and assessment will provide direction to the College as it continues to remain committed to student success in the future.

This document serves to detail the fundamental components that have defined and continue to direct the Strategic Plan and Process of Norco College through 2018.



GUIDING FRAMEWORK

At Norco College the Core Commitments, Mission Statement, and Vision Statement drive every aspect of planning.

CORE COMMITMENTS – The College’s enduring set of values that guide the implementation of the plan. These are the most basic elements of the institution’s plan – the “truth’s held as self-evident” that emanate from the fundamental traditions and values that guide not only our institution’s plan, but its day-to-day decisions.

MISSION STATEMENT – The Mission Statement expresses what our College is, what it does; who it services; and how it is unique.

VISION STATEMENT – The Vision Statement is a brief statement that describes our College’s desired future state of being – where we would like to be in the future.

STRATEGIC GOALS AND OBJECTIVES – These are our College’s directions for change that provide indicators to measure our progress towards achieving our core commitments, mission and vision.



SHARED GOVERNANCE

Norco College has established a robust planning and decision-making process which includes the Academic Senate and its standing committees, as well as a number of other standing committees and councils, each with its own unique membership and purpose. Representation within committees and councils includes faculty, staff, administrators, and students who make significant contributions based on their particular areas of expertise and knowledge. Resource allocation decisions are vetted through the Academic Planning Council, the Student Services Planning Council, and the Business and Facilities Planning Council. In addition, we solicit input from a variety of community sources such as career and technical advisory groups, the Corona Norco Unified School District, local Chambers of Commerce, Kiwanis and Rotary clubs, the Norconian Foundation, and the President’s Advisory Group. The development of the Strategic Plan and Process 2013-2018 represents the collaboration of all college stakeholders.

STRATEGIC PLANNING PROCESS

In 2011, the College successfully reorganized its strategic planning process to accomplish several outcomes such as aligning the committee structure to the Accreditation standards, collapsing several committees with redundant purposes, and more fully integrating the Academic Senate into the planning process. Resource allocation continues to be fully integrated into college-wide planning through the program review and resource prioritization process.

MISSION, VISION, AND CORE COMMITMENTS

MISSION STATEMENT

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

VISION STATEMENT

Norco – creating opportunities to transform our students and community for the dynamic challenges of tomorrow.

CORE COMMITMENTS

Norco College is dedicated to following a set of enduring Core Commitments that guide it through changing times and give rise to our Vision, Mission, and Strategic Goals.

MUTUAL RESPECT

Belief in the personal dignity and full potential of every individual and in fostering positive human values in the classroom and in all interactions

COLLEGIALITY

Being a supportive community that is distinctive in its civility, where the views of each individual are respected, humor and enjoyment of work are encouraged, and success is celebrated

INCLUSIVENESS

Embracing diversity in all its forms — global as well as local — and creating a supportive climate that encourages a variety of perspectives and opinions

INNOVATION

Valuing creative solutions and continuing to seek inventive ways to improve instruction and service to students and to the community

QUALITY

Achieving excellence in the broad range of academic programs and services provided to students and to the community, fostering an environment of inquiry, learning and culture, and providing professional development opportunities for faculty and staff

INTEGRITY

Maintaining an open, honest, and ethical environment

ACCESS

Providing open admissions and comprehensive educational opportunities for all students

STUDENT SUCCESS

Being an institution that places high value on the academic and personal success of students in and outside of the classroom and where meeting student needs drives all decisions regarding educational programs and services

CIVIC ENGAGEMENT

Being fully engaged with the local community by listening to needs; establishing programs and partnerships to meet regional needs; forming alliances with other educational institutions to create a continuum of educational opportunities; and communicating information about Norco programs and services to the external community

ENVIRONMENTAL STEWARDSHIP

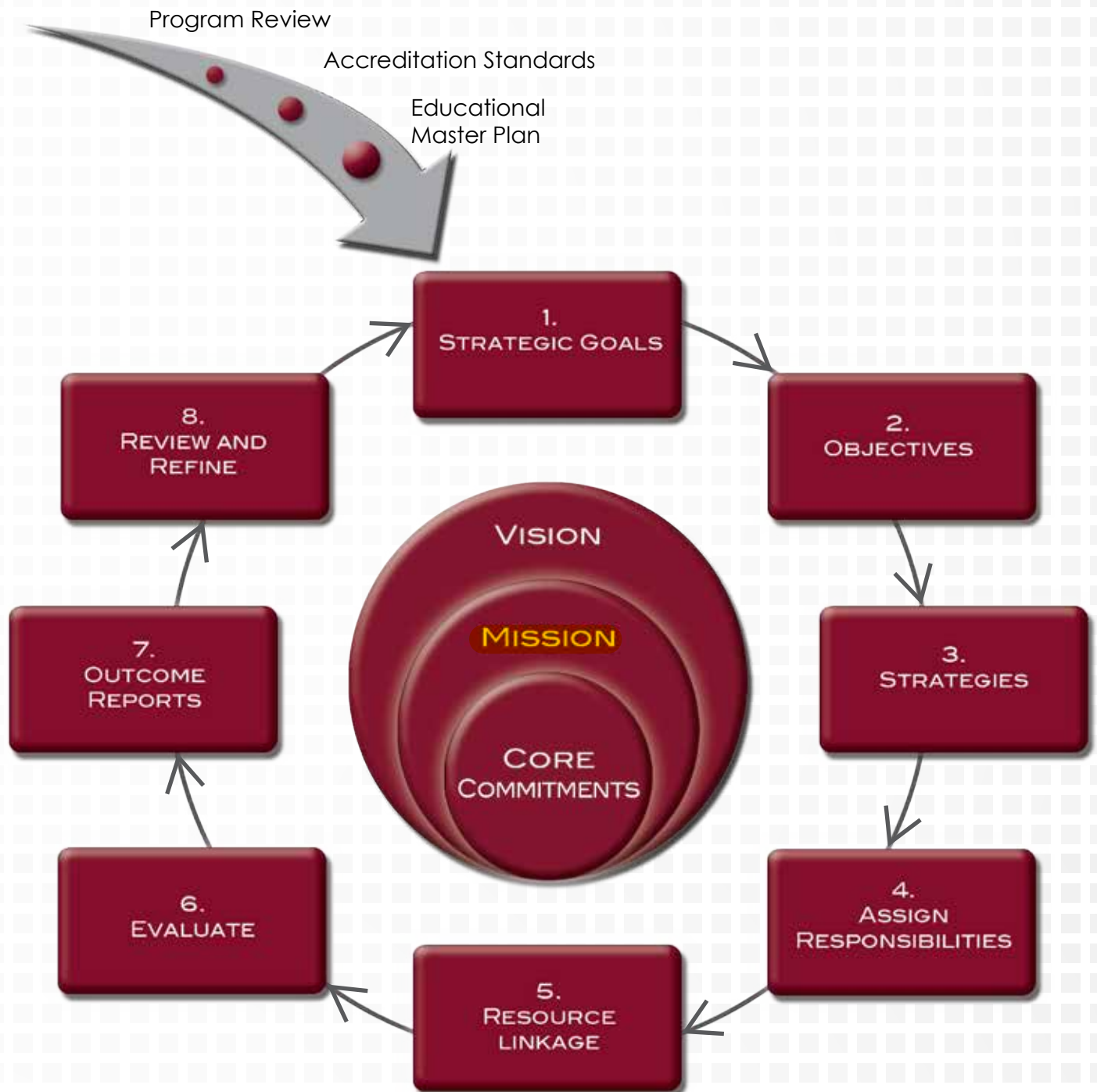
Being mindful of the impact we have on the environment, as individuals and as a community, and fostering environmental responsibility among students

II. STEPS IN THE STRATEGIC PLANNING CYCLE

The College's Core Commitments, Mission, and Vision serve as the foundation of the Strategic Planning Process. The steps in the Strategic Planning Cycle arise from these key planning statements and are driven by the Educational Master Plan, Accreditation Self-Evaluation, and Program Review documents.

1. **STRATEGIC GOALS** are the primary directions in which Norco College will proceed in order to reflect its core commitments and to realize its vision and mission.
2. **OBJECTIVES** are measurable outcomes that move the institution toward realizing its goals. Because objectives are measurable, the raw numbers, percentages, and data associated with them can also be used to create "dashboard indicators" and provide a quick measure of progress toward the College's desired ends.
3. **STRATEGIES** are specific activities and initiatives that enable an institution to achieve its objectives. Long range strategies are derived from the Educational Master Plan, Accreditation Self - Evaluation, and Annual Program Review documents.
4. The Norco Institutional Strategic Planning Committee (ISPC) **ASSIGNS RESPONSIBILITIES** for the oversight and execution of objectives and strategies to the appropriate strategic planning committee or when necessary to a specific campus leader(s). The strategic planning councils establish criteria linking program review and the achievement of strategic goals to the prioritization of staffing and equipment needs. College shared governance processes are followed (see Norco College Prioritization Process and Strategic Planning Implementation Process) culminating in final recommendations that are determined by the College President.
5. **RESOURCE LINKAGE** ensures the sustainability of the planning process and the ability to accomplish strategies. Creating intentional linkages between resource allocation and planning demonstrates an institutional commitment to the process. Not all objectives and strategies require financial resources in order to be implemented. When financial resources are necessary, the Norco College President allocates resources based upon funding availability.
6. Norco College **EVALUATES** not only its progress toward achieving objectives and strategies, but also the effectiveness of the strategic planning process itself. The former is completed by the appropriate strategic planning subcommittee or responsible campus leader by means of measuring and assessing defined strategies and objectives (dashboard indicators).
The latter is accomplished via surveys addressing the effectiveness of the process; these include the Annual Survey of Effectiveness of Planning Councils, the Annual Survey of Strategic Planning Committee Membership, the Bi-annual Accreditation Survey, and the Bi-annual Community College Survey of Student Engagement (CCSSE).
7. **OUTCOME REPORTS** analyze progress and identify areas of accomplishment and areas where continuous improvement is necessary. These reports include the Annual Progress Report on the Educational Master Plan and the Annual Program Review documents. The Annual Memorandum from the College President to the Committee of the Whole (COTW) provides feedback to the College.
8. **REVIEW AND REFINE** completes the planning cycle and demonstrates an institutional commitment to act upon data and stakeholder feedback. At the Annual Open Dialogue Session strategies and objectives are refined. The Annual Evaluation Report updates the College.

STRATEGIC PLANNING CYCLE



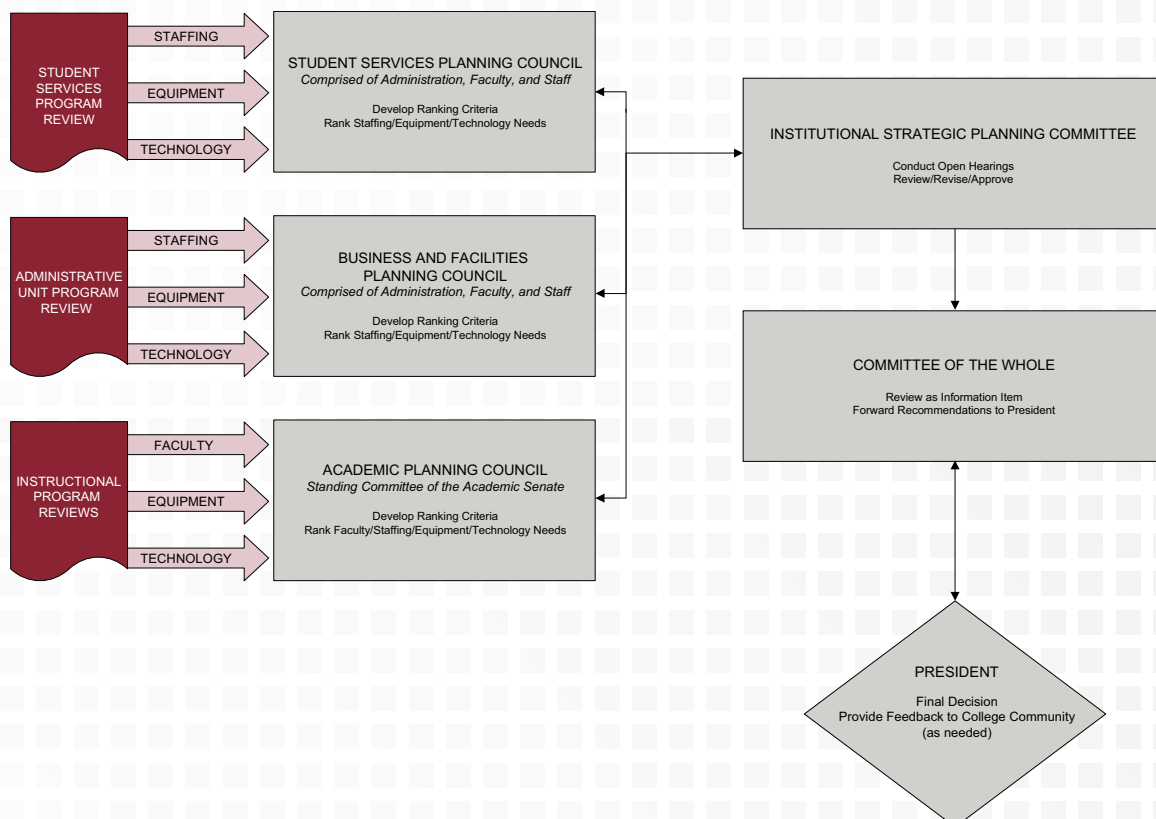
NORCO COLLEGE PRIORITIZATION PROCESS

The Business and Facilities Planning Council, Academic Planning Council, and Student Services Planning Council exist to provide additional leadership and support to the planning committees. Each of these councils provides direction for long-term planning needs, operational needs, and special initiatives in their respective areas. In addition, the resource requests generated through the program review process are systematically prioritized annually within these councils. Each council ranks staffing, equipment, and technology requests through the use of a criteria developed by that particular council. Prioritized lists are then submitted for approval to the Institutional Strategic Planning Council, followed by the Committee of the Whole, which ultimately forwards the ranked lists to the President as a recommendation.

The prioritization of staffing and equipment needs is accomplished on an annual basis utilizing three Planning Councils: the Academic Planning Council, the Student Services Planning Council, and the Business and Facilities Planning Council.

Staffing and equipment needs are identified in the Annual Program Review document. Each Planning Council develops a set of criteria for ranking requested staff and equipment. These criteria serve to link resource allocation to the program review process and to the Mission and Goals of Strategic Planning. (See examples in Appendix A-C.)

Prioritized lists developed by the Planning Councils are brought to the Institutional Strategic Planning Council for discussion, review and revision before being forwarded to the Committee of the Whole for open hearing, and ultimately the President.



III. STRATEGIC GOALS AND OBJECTIVES

The goals and objectives provide indicators to measure our progress towards achieving our core commitments, mission, and vision. Our commitment to upholding accreditation standards, and our mission to “encourage an inclusive, innovative approach to learning” is integrated throughout each goal. The goals and objectives are also aligned with the strategic planning structure of the College.

*In some instances, objectives reflect the gathering of initial baseline data.

Norco College’s Overarching Goals:

- Goal 1: Increase Student Achievement and Success
- Goal 2: Improve the Quality of Student Life
- Goal 3: Increase Student Access
- Goal 4: Create Effective Community Partnerships
- Goal 5: Strengthen Student Learning
- Goal 6: Demonstrate Effective Planning Processes
- Goal 7: Strengthen our Commitment to our Employees

GOALS:

1. INCREASE STUDENT ACHIEVEMENT AND SUCCESS

Measures of achievement and success vary according to the educational goals of students. Together, achievement and success include completion of certificates, degrees and transfer as well as persistence, retention and the progress made towards one’s goals.

Objectives:

1. Improve transfer preparedness (completes 60 transferable units with a 2.0 GPA or higher).
2. Improve transfer rate by 10% over 5 years.
3. Increase the percentage of basic skills students who complete the basic skills pipeline by supporting the development of alternatives to traditional basic skills curriculum.
4. Improve persistence rates by 5% over 5 years (fall-spring; fall-fall).
5. Increase completion rate of degrees and certificates over 6 years.
6. Increase success and retention rates.
7. Increase percentage of students who complete 15 units, 30 units, 60 units.
8. Increase the percentage of students who begin addressing basic skills needs in their first year.
9. Decrease the success gap of students in online courses as compared to face-to-face instruction.
10. Increase course completion, certificate and degree completion, and transfer rates of under-represented students.