

Chapter 7: Planning Integration

One of the foundations of institutional effectiveness is integrated planning which involves aligning the college's goals, objectives, and activities with the plans at the state, district, and local levels. The chart below shows the integration of Norco College's 12 Educational Master Plan goals with all the other plans that are in effect at the time of the writing of this plan.

		Technology Plan	District Strategic Plan	Professional Development Plan	Guided Pathways Plan	Facilities Master Plan	Equity Plan	Vision For Success- Goal 1	Vision For Success- Goal 2	Vision For Success- Goal 3	Vision For Success- Goal 4	Vision For Success- Goal 5
1	Access: Expand college access by doubling current headcount and full-time equivalent students (FTES).	1	1		1		1					
2	Success: Implement Guided Pathways framework		2	2	2		2	2	2	2		2
3	Equity: Close all student equity gaps.		3	3	3		3					3
4	Professional Development: Implement PD around GP and equity framework; foster a culture of ongoing improvement.			4	4		4					4
5	Workforce and Economic Development: Reduce working poverty and the skills gap		5	5							5	
6	Community Partnerships: Pursue, develop, & sustain collaborative partnerships		6				6					
7	Programs: Become the regional college of choice by offering a comprehensive range of programs that prepare students for the future and meet employer workforce needs.		7					7	7	7	7	7
8	Effectiveness, Planning, and Governance: Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.		8	8	8							
9	Workplace/Employees: Expand workforce to support comprehensive college and develop/sustain excellent workplace culture			9								
10	Facilities: Build a comprehensive and inspiring campus integrated into the region that serves as a destination for education, commerce, life, and the arts.					10						

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11	Operations: Implement professional, intuitive, and technology-enhanced systems	11	11		11							
12	Resources: Develop innovative and diversified resources to build and sustain a comprehensive college and achieve its visionary goals.		12			12						

State Integration

At present, the state plans which require reporting and compliance from Norco College are the Vision for Success and the Equity Plan. One of the requirements for being a recipient of the new funding formula is that all CCCs align their local goals with the state’s mission as embodied in the Vision for Success Goals. As shown on the chart above, eight out of 12 of the EMP goals align with the Vision for Success Goals. The Equity Plan goals and activities align with three EMP goals and the Integrated Plan aligns with five EMP Goals. This represents strong local alignment with state initiatives and plans.

RCCD Integration

Board Policy and Administrative Procedures

Board Policy 3250 – Institutional Planning provides some broad guidelines on how the district implements a “comprehensive, systematic and integrated system of planning”. BP 3250 also stipulates that planning should include all plans required by law (e.g. Facilities Master Plan, Student Equity Plan, etc.)

RCCD Strategic Plan

The RCCD Strategic Plan has the strongest level of alignment with the Norco College EMP Goals. This would be expected since the district, as defined in the plan, is the collection of the three colleges, and the district office, and thereby should be closely affiliated in purpose and function. The District Strategic Master Plan consists of six goals with 24 objectives and these goals and objectives showed alignment to ten out of the 12 EMP Goals

ACCJC Integration

The ACCJC provides broad guidance on integrated planning through the standards as outlined on their [website](#). In particular, Standard I.B.9 identifies that planning “integrates program review, planning, and resource allocation into a comprehensive process”. Throughout the standards whenever planning is addressed, the

ultimate outcome is to be accomplishment of the mission which should focus on student achievement and learning.

Norco College Planning Document Integration

At the local level, it is equally, if not more important to ensure that planning documents are integrated and aligned with the Educational Master Plan. Currently, there are five college plans with related goals and activities that are aligned with the 12 EMP Goals. The Facilities Master Plan is the physical manifestation of Educational Master Plan. Not surprisingly, the alignment of the Facilities Master Plan is with two of the EMP Goals focusing on Facilities and Resources. Guided Pathways is becoming the success planning framework in California Community Colleges. Of the 12 EMP Goals, Guided Pathways activities and objectives align with six of the EMP Goals. As part of a Leading from the Middle project, a team from Norco College challenged themselves with creating a Professional Development Plan. The focus of this plan is equity, student learning, and data-guided professional development. Given this internal (employee) and external (student success/equity) focus the Professional Development Plan aligns with six EMP goals in areas such as Completion, Equity, and Workforce. The last plan, the Technology Plan, was integrated with two EMP goals.