

### 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.

## 2. IMPROVE THE QUALITY OF STUDENT LIFE

The quality of student life will increase as students actively engage in learning, participate in college events, and utilize student support services in a climate that is inclusive, safe and welcoming.

### Objectives:

1. Increase student engagement (faculty and student interaction, active learning, student effort, support for learners).
2. Increase frequency of student participation in co-curricular activities.
3. Increase student satisfaction and importance ratings for student support services.
4. Increase the percentage of students who consider the college environment to be inclusive.
5. Decrease the percentage of students who experience unfair treatment based on diversity-related characteristics.
6. Increase current students' awareness about college resources dedicated to student success.

## 3. INCREASE STUDENT ACCESS

Norco College conceives of increasing access as another means by which we support students in their pursuit of a specific educational goal. Through careful enrollment management and strategic planning, providing counseling services, and responding to the needs of our community we will increase access to programs and services necessary to the success of our students.

### Objectives:

1. Increase percentage of students who declare an educational goal.
2. Increase percentage of new students who develop an educational plan.
3. Increase percentage of continuing students who develop an educational plan.
4. Insure the distribution of our student population is reflective of the communities we serve.
5. Reduce scheduling conflicts that negatively impact student completion of degrees and programs.



#### **4. CREATE EFFECTIVE COMMUNITY PARTNERSHIPS**

Norco College is committed to establishing effective partnerships with the community that will benefit our students through increased scholarships, internships, and job opportunities. We also serve our community by providing relevant academic and career and technical programs that equip our students for the future.

Objectives:

1. Increase the number of students who participate in summer bridge programs or boot camps.
2. Increase the number of industry partners who participate in industry advisory council activities.
3. Increase the number of dollars available through scholarships for Norco College students.
4. Increase institutional awareness of partnerships, internships, and job opportunities established with business and industry.
5. Continue the success of Kennedy Partnership (percent of students 2.5 GPA+, number of students in co-curricular activities, number of students who are able to access courses; number of college units taken).
6. Increase community partnerships.
7. Increase institutional awareness of community partnerships.
8. Increase external funding sources which support college programs and initiatives.

#### **5. STRENGTHEN STUDENT LEARNING**

Through systematic and authentic assessment of courses, programs, and service areas Norco College will improve its practices and strengthen student learning.

Objectives:

1. 100% of units (disciplines, Student Support Service areas, administrative units) will conduct systematic program reviews.
2. Increase the percentage of student learning and service area outcomes assessments that utilize authentic methods.
3. Increase the percentage of programs that conduct program level outcomes assessment that closes the loop.
4. Increase assessment of student learning in online courses to ensure that it is consistent with student learning in face-to-face courses.
5. Increase the number of faculty development workshops focusing on pedagogy each academic year.

#### **6. DEMONSTRATE EFFECTIVE PLANNING PROCESSES**

Norco College demonstrates effective planning by following an integrated planning model based on actionable data, transparent dialogue, and systematic processes.

Objectives:

1. Increase the use of data to enhance effective enrollment management strategies.
2. Systematically assess the effectiveness of strategic planning committees and councils.
3. Ensure that resource allocation is tied to planning.
4. Institutionalize the current Technology Plan.
5. Revise the Facilities Master Plan.



## 7. STRENGTHEN OUR COMMITMENT TO OUR EMPLOYEES

Norco College demonstrates commitment to our employees through professional development, an inclusive environment, and programs focused on safety, health and wellness.

### Objectives:

1. Provide professional development activities for all employees.
2. Increase the percentage of employees who consider the college environment to be inclusive.
3. Decrease the percentage of employees who experience unfair treatment based on diversity-related characteristics.
4. Increase participation in events and celebrations related to inclusiveness.
5. Implement programs that support the safety, health, and wellness of our college community.

