



Follow-Up Report

Submitted by

Napa Valley College

2277 Napa-Vallejo Highway

Napa, CA 94558

to

Accrediting Commission for Community and Junior Colleges

February 2024

Certification

To: Accrediting Commission for Community and Junior Colleges


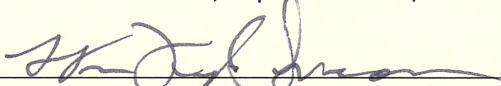

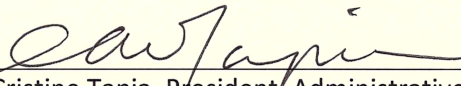
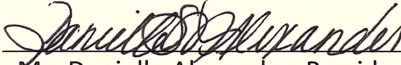
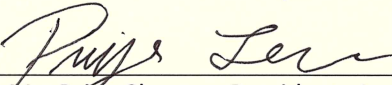

From: Dr. Torence Powell

Napa Valley College

2277 Napa-Vallejo Highway, Napa CA 94558

This Follow-Up Report is submitted to ACCJC for the purpose of demonstrating resolution of deficiencies cited by the Commission in the action letter dated January 26, 2023. The Follow-Up Report reflects the nature and substance of this institution, as well as its best efforts to align with ACCJC Standards and policies, and was developed with appropriate participation and review by the campus community.

Signatures:

	2/9/24
Dr. Torence Powell, Superintendent/President	Date
	02/15/2024
Mr. Kyle Iverson, President, Napa Valley College Board of Trustees	Date
	2/13/24
Dr. Matthew Kronzer, President, Academic Senate	Date
	2/9/24
Ms. Cristine Tapia, President, Administrative/Confidential Senate	Date
	2/12/24
Ms. Danielle Alexander, President, Classified Senate	Date
	02/12/24
Ms. Priya Sharma, President, Associated Students of Napa Valley College	Date
	2.9.24
Dr. Robyn Wornall, Accreditation Liaison Officer	Date

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Response to Identified Compliance Requirements

College Requirement 1 (Standard I.B.2):

In order to meet the Standard, the Commission requires that the College implement processes, including consistent program review and student learning outcome assessment, to ensure the effectiveness of all of its services in meeting student needs.

For reference, Standard I.B.2 reads:

The institution defines and assesses student learning outcomes for all instructional programs and student and learning support services. (ER 11)

At the time of the Focused Site Visit (FSV), Napa Valley College's (NVC's) student support services programs were not actively engaged in assessing student learning outcomes. Over the past year, the Student Affairs Council (SAC) has explored options for reinstating Student Services Outcomes (SSOs) to assess outcomes within individual student support services (CR1-1). The SAC used the Student Affairs Vision Statement – which references equity-minded services, creating a sense of belonging for students, and assisting students in achieving their goals – to structure the development of outcomes statements (CR1-2). The process resulted in three general outcomes statements which apply to all student support services.

In fall 2023, a subcommittee of the SAC – in coordination with the Office of Research, Planning, and Institutional Effectiveness – developed a survey to assess the three outcomes within student support services (CR1-3). To align with the three outcomes statements, the survey focused on equity-minded practices, creating welcoming spaces and a sense of belonging, and the impact of support services on the student experience. Student support services will begin assessing outcomes via the survey in spring 2024, according to a schedule that is directly linked to program review (with survey responses collected among individual services in the term prior to their scheduled review) (CR1-4).

To help ensure consistent program review among student learning and support services, the program review template was refined in spring 2023 (CR1-5). The new template provides an opportunity to document each program's/service's direct linkage to the student pipeline as well as expectations for what it means to be an effective program/service of the type undergoing review (e.g., effective Student Health Center, effective Disability Support Programs and Services) (CR1-6). The revised document begins with a description of the program, including its purpose, alignment with the student pipeline, the student population(s) served, delivery modes, and identification of characteristics of an effective program. The template also includes an evaluation of effectiveness of the service area – based on the characteristics of an effective program (outlined in Section I.E) and recent performance data (provided in Section II). The section on program data (Section II) was also revised to mirror the “demand – momentum – achievement” structure of data provided for academic programs and to encourage consideration of metrics aligned with that structure (where applicable). Assessment of Student Learning/Services Outcomes has been incorporated into Section II for all programs. The new program review template for student learning and support services was implemented in the spring 2023 cycle (CR1-7).

College Requirement 2 (Standards I.B.7, I.C.5, IV.A.7):

In order to meet the Standards, the Commission requires that the College develop and implement a regular cycle of review and evaluation of institutional practices, board policies, and administrative procedures to ensure effectiveness.

For reference, Standards I.B.7, I.C.5, and IV.A.7 read:

- The institution regularly evaluates its policies and practices across all areas of the institution, including instructional programs, student and learning support services, resource management, and governance processes to assure their effectiveness in supporting academic quality and accomplishment of mission.
- The institution regularly reviews institutional policies, procedures, and publications to assure integrity in all representations of its mission, programs, and services.
- Leadership roles and the institution's governance and decision-making policies, procedures, and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.

The 2021 Institutional Self-Evaluation Report (ISER) included the following descriptions of NVC's practices:

- Regular review and refinement of practices was generally limited to review of board policies and procedures, as well as planning and budgeting practices (I.B.7, Page 70).
- The College website was maintained in a decentralized manner (I.C.5, Page 85).
- The process for developing policies and procedures yielded two different versions of AP 2510 Participation in Local Decision-Making (I.B.7, Page 71; IV.A.7, Pages 197-198).
- Where evaluation of practices did occur, it did not include an evaluation of effectiveness (I.B.7, Page 72).

In addition, the Peer Review Team (PRT) noted inconsistencies in the content posted on different parts of the website (I.C.5, Page 23 of PRT Report).

Review of Institutional Practices: Including Program Review, Planning, Resource Management, and Publications

Program Review

All academic programs, academic support services, and student support services undergo program review according to a three-year review cycle (CR2-01). The program review process is evaluated regularly to identify areas for improvement, based on input collected from participants in the review process each semester and to address any changes in external requirements (CR2-02). As described above (within the Response to College Requirement 1 (CR1), the template for academic and student support services was updated in spring 2023. The template for academic programs was revised in fall 2023 to include more clarifying language around curriculum review (CR2-03). In fall 2023, the program review process for all programs and services was refined to (1) document accomplishments associated with the last three-year program-level plan and (2) strengthen the relationship between program review and the annual planning and resource allocation process (CR2-04; CR2-05; CR2-06). The improvements

in the program review process have not necessitated a change in Board Policy (BP) 4021 Program Evaluation (CR2-07).

Planning

As part of a regular review of practices, NVC has commenced a comprehensive and sequential review of guiding institutional planning documents, beginning with the Mission, Vision, and Values (MVV) Statements (CR2-08). The Board of Trustees (BOT) approved the new MVV Statements in November 2023 (CR2-09). BP 1200 Mission, Vision, and Values was updated to include the new statements and stipulate a regular cycle of review (CR2-10). In spring 2022, the Planning and Budget Committee (PBC) recommended AP 1200 containing more detail regarding the review cycle (CR2-11). To align with current NVC practices, the content of the draft of AP 1200 will be incorporated into the Planning Handbook (CR2-12). The development of a new five-year Educational Master Plan (EMP) and an associated five-year Institutional Strategic Plan (ISP) to operationalize the EMP goals began in fall 2023 (CR2-13; CR2-14). The Master Plans for Facilities and Technology will be updated subsequent to the EMP and ISP, beginning in spring 2024 (CR2-08).

As part of the review of Chapter 3 of the Board Policy Manual, BP 3250 Institutional Planning was updated to align with changes in external (legal) requirements. The Planning Committee (PC) recommended a revision to BP 3250 in January 2024 (CR2-15).

Resource Management

In spring 2023 (for the 2023-2024 planning and budget cycle), NVC implemented some improvements in the areas of resource allocation and communication regarding the state of the College budget. A town hall to share information about financial resources and their implications for planning was held in March (CR2-16). The presentation included 5-year projections for Fund 11, which incorporated various assumptions/scenarios. A common rubric was developed and applied to rank resource requests across all four areas of the College to help prioritize among needs (CR2-17; CR2-18). In support of a braided funding approach to address priority needs, a Resource Allocation Task Force (RATF) was convened to identify and recommend funding options (CR2-19). Membership included constituent group representatives as well as managers of categorical, grant, and special program funds. In spring 2023, BP 6300 Fiscal Management was revised to include citations describing effective budgeting practices (CR2-20).

In spring 2023, the PBC established two workgroups to promote the priority work identified in the ISER and in the ACCJC Action Letter and to provide more time for deliberative discussion (CR2-21). The workgroups completed tasks including drafting MVV Statements and the Guided Pathways Work Plan, developing the evaluation rubric, and reviewing the tentative budget (CR2-22). Based on recommendations of the PBC and the Academic Senate and the effectiveness of the workgroups in spring 2023, NVC formed two separate committees in fall 2023 (CR2-23).

[For more details regarding improvements in institutional resource allocation and planning, see Response to CR4 below.]

Publications

In December 2022, NVC launched a new website. In preparation for the migration to the new site, NVC refined practices to assure consistency and integrity in representation of the institutional mission, programs and services, and policies and procedures. With the migration to the new website, all

references to policies and procedures – whether in the Catalog or on the Student Affairs portion of the NVC website – contain direct links to the Board Policy Manual (CR2-24). Linking to one common source document for each policy/procedure helps ensure consistency across all references on the website.

NVC's website contains one location for the MVV Statements (revised from Mission and Values Statements in fall 2023) (CR2-25). The annual development process for the College Catalog includes updating the statements to reflect any changes approved by the BOT within the last year (CR2-26). The MVV approved by the BOT in November 2023 will be incorporated into the 2024-2025 Catalog. To ensure consistency in information provided to students and the public – including descriptions of NVC's programs and services, the new website also contains one designated page for each program and service area (CR2-27). The 2023-2024 Catalog has been updated to reflect the Institutional Learning Outcomes/General Education Learning Outcomes statements on the Learning Outcomes Assessment Website (CR2-28).

Regular Review and Evaluation of Board Policies and Administrative Procedures

In the period since the FSV, NVC has taken deliberate steps to improve practices associated with the review of BPs and APs. Those steps include: (1) revising AP 2410 Board Policy and Administrative Procedure; (2) holding regular workshops for incorporating legal updates into local BPs and APs; (3) holding workshops to ensure that BPs and APs are reviewed according to the established schedule; (4) improving the process for documenting review; and (5) clarifying communications and next steps related to the approval process.

- (1) In spring 2023, following the Collegiality in Action training offered in September 2022, NVC established a task force to review and revise AP 2410 Board Policy and Administrative Procedure (CR2-29). The revised AP 2410 and associated exhibits are foundational to clarifying processes to ensure regular review of policies and procedures (CR2-30). In fall 2023, the Academic Senate and the District reached mutual agreement on an updated and reformatted list of BPs and APs subject to collegial consultation (CR2-31). [For additional information regarding the AP 2410 Task Force and the resulting AP 2410 defining processes and ensuring opportunities for participation of all constituencies, see Response to CR5 below.]
- (2) In fall 2023, NVC scheduled two workshops designated for the review of BPs/APs. The workshops provided opportunities for collegial conversations and sharing of expertise across campus constituencies, to help accelerate the review of BPs and APs scheduled for 2023-2024. A workshop held on September 29 focused on legal updates recommended by the Community College League of California (CCLC) in spring 2023 (CR2-32). While the CCLC provides legal updates twice per year, NVC did not have a functioning institutional mechanism to ensure the review of existing BPs/APs to align with external changes prior to fall 2023.
- (3) As described in the ISER, NVC has had a regular cycle of BP/AP review on paper for years (CR2-33). The challenge has been completing the review according to the established cycle. In 2022-2023, NVC began implementing the chapter-by-chapter review cycle, beginning with Chapter 2 (pertaining to the BOT). In 2022-2023, 95% of the BPs in Chapter 2 were reviewed according to schedule (CR2-34). The two BPs that were not reviewed in 2022-2023 were BP 2410 Board Policy and Administrative Procedure and BP 2510 Participation in Local Decision-Making. As the exhibits associated with AP 2410 were finalized in fall 2023 and the revision of AP 2510 was

completed in February 2024, BP 2410 and BP 2510 have been added to the list of BPs to be reviewed this year.

In 2023-2024, NVC continues the review of Board Policies, focusing on Chapter 3 (pertaining to the General Institution), as prescribed in the BP Review Cycle. To facilitate the review of Chapter 3, a second Board Policy Workshop was held on November 17 (CR2-35). The second workshop focused on the review of all BPs in Chapter 3 of the Board Policy Manual, as well as the legal updates received in October 2023. The second workshop represents a new practice in ensuring the review of BPs according to the established cycle.

While many of the BPs and APs were endorsed at the workshop, some participatory governance groups took the documents back to their respective constituencies for further review, following the process outlined in AP 2410. Items that fall within the 10+1 areas associated with the Academic Senate receive another step of endorsement that occurs through the collegial consultation process per Title 5 § 53203. NVC anticipates that all BPs within Chapter 3 will be approved by the BOT by the end of spring 2024, with review and revision of associated APs continuing through spring 2024 (CR2-36; CR2-37). NVC will continue the review of one chapter per year, in accordance with the Continuous Review Cycle posted in BoardDocs (CR2-38).

- (4) NVC also improved practices around BP/AP review by incorporating a “Last Reviewed” date – recorded directly on the BPs/APs posted in BoardDocs – as a common practice (CR2-39). The “Last Reviewed” date provides a way of tracking the review of all BPs and APs, particularly to document cases where review occurred but did not result in any changes to the existing policy/procedure.
- (5) To improve communications regarding the review of BPs/APs, NVC has incorporated direct references to AP 2410 Board Policy and Administrative Procedure into the agendas for the Council of Presidents – to identify next steps in the process for BP/AP approval and underscore the role of the BOT, the Superintendent/President, and constituent groups. This new practice was introduced at the October 2023 meeting of the Council of Presidents, when the Council took action to endorse twelve BPs and nine APs that emerged from the first workshop on legal updates (endorsing them by consensus) (CR2-40). The agenda item for the Council of Presidents included the following clarifying language regarding processes and roles:
 - “The following **administrative procedures** will be considered for approval by the Superintendent/President following a recommendation by the Council of Presidents.”
 - “Based on the recommendation of the Council of Presidents, the Superintendent/President will present the **board policies** listed below to the Board of Trustees for two readings and adoption. Once adopted, the Superintendent/President will consider the **administrative procedures** for approval.”

In November 2023, this practice was expanded to include language describing additional review and approval paths for BPs and APs (CR2-41):

- “As part of the continuous review of the NVC Board Policy Manual, we are reviewing all documents in Chapter 3 General Institution. All board policies, regardless of whether there are changes proposed, will move forward to the Board of Trustees for review and adoption. Administrative procedures are approved by the superintendent/president.

The following documents have been reviewed by the chapter convenor, as delegated by Dr. Powell, and staff members with subject matter expertise. **No changes are proposed.** The Council of Presidents is asked to move these forward to show that they have been subjected to the continuous review cycle of our governing documents.”

- “The following board policies (BP) and administrative procedure (AP) required **legal updates** to bring them into compliance with changes in federal, state, and local laws and regulations. Staff and faculty experts met to review the legal updates in a workshop that took place on September 29, 2023 and on November 17, 2023. Campus constituent group presidents are now asked to affirm their groups’ participation in the process of updating these documents and recommend moving the BPs and APs forward to adoption by the Board and approval by the Superintendent/President.”
- “The following documents are considered to have language related to **academic and professional matters**. The academic senate is proposing the changes shown in red and yellow highlighting. These are presented to the Council of Presidents for information only.”

The APs recommended by the Council of Presidents at the October and November meetings were updated in BoardDocs to reflect the “same-day approval” by Dr. Powell (CR2-42). The BPs were forwarded to the BOT for first and second readings (CR2-43). NVC continues to apply these practices to review of all BPs and APs (CR2-44; CR2-45).

A total of 32 faculty, classified professionals, and administrative/confidential staff (8, 8, and 16, respectively) participated in the workshops (CR2-46; CR2-47). Between the two sessions, a total of 31 BPs and 75 APs were reviewed (CR2-48).

[For additional information regarding improvements to governance and decision-making processes, see Response to CR5 below.]

Evaluation of Effectiveness

In addition to the changes described above, NVC has begun incorporating a more deliberate evaluation of effectiveness into the review of institutional practices. Examples include:

- Review of the Mission Statement (CR2-49)
- Establishing regular meeting times for committees and documenting them in a Governance Handbook (CR2-50)
- Strategic Enrollment Management and Outreach Plans (CR2-51)
- Program Review Forum (CR2-52).

NVC continues to expand and institutionalize an evaluation of effectiveness as a deliberate step in the review of all practices. NVC anticipates incorporating an evaluation of effectiveness into institutional practices implemented in fall 2023, including:

- The annual review of the Governance Handbook (developed in fall 2023, with the first round of review scheduled for spring 2024) (CR2-53)
- The evaluation of the Pilot Telecommute Program offered in 2023-2024 (CR2-54)
- The new, more centralized process for grants, to ensure alignment with institutional plans and priorities and to improve communications (CR2-55)

The results of these evaluations are communicated to appropriate stakeholders in the campus community, including committees, constituent groups, and individuals with associated responsibilities or/and who will be impacted by the changes (CR2-56).

College Requirement 3 (Standards III.B.4 and III.C.2):

In order to meet the Standards, the Commission requires that the College plan for and evaluate total cost of ownership of its physical and technological resources.

For reference, Standards III.B.4 and III.C.2 read:

- Long-range capital plans support institutional improvement goals and reflect projections of the total cost of ownership of new facilities and equipment.
- The institution continuously plans for, updates and replaces technology to ensure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs, and services.

The 2021 ISER included the following descriptions of NVC's practices associated with total cost of ownership (TCO) and planning to maintain and update facilities, equipment, and technology:

- NVC had increased allocations to Capital Outlay in recent years (III.B.4, Page 157).
- NVC needed to develop a formal process to document and reflect TCO considerations for new facilities and equipment (III.B.4, Page 157).
- The Technology Master Plan (TMP) included a Technology Refresh Strategy, but it was not implemented according to schedule and was implemented partially, based on available funding (III.C.2, Pages 161-162).
- NVC acknowledged the need to incorporate technology needs into institutional planning and budgeting practices (III.C.2, Page 162).

In addition, between the submission of the ISER and the FSV, NVC was struck by a cyber-attack.

As described below, NVC has increased investments in technology, facilities, and equipment to update infrastructures and ensure sufficient resources to support programs and services. NVC has a model to calculate TCO costs, and a TCO for technology will be developed in spring 2024. As part of the review and revision of guiding institutional plans, NVC will begin drafting a new Technology Master Plan (TMP) as well as a new Facilities Master Plan (FMP) this semester.

Technology

Since the cyber-attack, NVC has increased investments in the technological infrastructure. In 2022-2023, NVC invested \$1.5M in technology (funded through the General Fund/Fund 11) (CR3-01). That "base" investment was increased to \$2.2M in 2023-2024 and supplemented with allocations for Ellucian Advisory Services and Institutional Technology (IT) Managed Services (a combination of Fund 11 and Fund 12), to total \$3.15M in IT-related investments (CR3-02). Ellucian consultants are currently providing advisory services to evaluate practices, identify needs, and recommend improvements to support NVC operations. The advisory services from Ellucian focus on Business and Finance, Financial Aid, Admissions and Records, Human Resources, and IT (CR3-03). NVC entered a second contract with Ellucian, which began on September 1, 2023. The most recent agreement focuses on ongoing operational support over a five-year period (CR3-04). NVC will maintain the current Fund 11 investment in technology over the five-year period to support the contract with Ellucian Managed Services.

Immediately following the cyber-attack (in June 2022), the BOT was provided with information regarding cyber-security, including a risk analysis and six best practices that the Schools Association for Excess Risk

(SAFER) Board of Directors requires in order to secure the highest level of coverage available (CR3-05). The six practices identified by SAFER pertained to:

- multi-factor authentication;
- implementation of firewalls and antivirus software (and regular updates to those systems);
- employee cyber-security awareness training;
- credible Endpoint Detection Response (EDR);
- data back-up and storage; and
- conducting regular network vulnerability scans.

Since June 2022, NVC has implemented improvements in all six areas (CR3-06). For example, multi-factor authentication for faculty and staff was partially implemented in September 2023, and full implementation for employees as well as students is currently underway (CR3-07). NVC is strengthening practices and enhancing security infrastructure to protect the network as well as data and electronic files (CR3-08). NVC provides cyber-security training for employees each year (CR3-09). An EDR solution was implemented in September 2023 (CR3-06). As a result of the improvements, NVC has maintained its level of coverage (CR3-10). The Vice President of Administrative Services (VPAS) has provided regular updates on the state of NVC's IT via monthly reports to the BOT (CR3-11). In addition to the improvements described above, the investments in technology have enabled NVC to upgrade the Wi-Fi infrastructure (expansion still in progress) and replace desktop computers as well as switches and storage devices across campus (CR3-12).

The following activities associated with IT planning are slated for spring 2024:

- NVC will begin drafting the TMP. The Strategy Development Expert of the Ellucian team will be dedicated to supporting the development of NVC's TMP. The agenda for the January 2024 meeting of the District Technology Committee (DTC) included a discussion of the TMP Planning Team (CR3-13).
- Ellucian will begin providing monthly reports to the campus community regarding the implementation of IT improvement projects (anticipated March/April 2024). The reports will identify tasks/projects that have been completed, upcoming priority projects, and what remains to be addressed.
- Ellucian has been tasked with producing a TCO approach to technology for NVC. It is anticipated that the Infrastructure Enhancement Team of Ellucian will deliver that documentation by the end of April 2024.
- Given the sequencing of the TMP and the TCO approach described above, IT-related TCO considerations will be incorporated into the final version of the TMP (in 2024-2025).

Facilities & Equipment

In 2022-2023, NVC allocated \$350K toward instructional equipment (CR3-14). In 2023-2024, NVC identified investment in instructional equipment as a budget priority and allocated \$650K to \$1M toward that line item (CR3-15). Since the original allocation, state resources for scheduled maintenance/instructional equipment have been reduced significantly. NVC has subsequently dedicated up to \$400K from other funding sources for instructional equipment (CR3-16). The VPAS's monthly report to the BOT includes an update on Facilities (CR3-17).

In regard to facilities, the current priority with respect to TCO is to focus on existing facilities resources. NVC is in the process of inventorying existing facilities to assess and project TCO based on age of buildings, their size, mechanical systems, and anticipated end of life (CR3-18). In fall 2023, NVC retained a consultant (Cambridge West Partnership) to assist with this assessment (CR3-19). The TCO Report delivered by Cambridge West is based on APPA (Association of Physical Plant Administrators) facilities standards and uses the APPA framework to identify costs that should be incorporated into an Asset Information Model (CR3-20). The model identifies costs associated with the entire life-cycle of facilities including: one-time costs (for initial assets and end of use/function) and recurring costs (for operations, maintenance, utilities, and renewal/replacement), and the report includes TCO calculation tables that NVC can apply to future building projects. The TCO of existing facilities – focusing on recurring costs – will factor into the Facilities Master Planning process, which begins in spring 2024 (CR3-21).

NVC does not anticipate any new construction at this time. Construction projects currently underway include the River Trail Village (RTV) Student Housing Project and the Wine Education Center (WEC), which represent unique projects and opportunities for NVC. The TCO associated with the RTV Student Housing Project are independent of NVC's approach, as those facilities will be operated independently via a Public Private Partnership (P3) under the auspices of an independent 501(c)(3) (CR3-22). NVC will apply its own TCO assessments to those facilities when they transition back to NVC (in approximately 30 years). The WEC Expansion – which is anticipated to increase assigned square footage of the facility by 8,000 square feet – will provide an opportunity to apply the new TCO formula to project facilities-related costs and to apply the (anticipated) TCO approach to estimate technology-related costs (CR3-23).

Integrated Planning

The Educational Master Plan (EMP) development process underway this year (beginning in fall 2023) has yielded five Strategic Priorities, which have emerged from input sessions among the campus and local community, surveys results, and review of NVC and service area data (CR3-24). One of the Strategic Priorities – Infrastructure and Fiscal Sustainability – is directly linked to facilities and technology. As one of NVC's guiding institutional documents (along with the Mission, Vision, and Values Statements), the EMP will inform the subsequent development of the TMP and FMP. The integration among these institutional plans will help NVC achieve the goals and objectives articulated in the EMP.

College Requirement 4 (Standards III.D.1, III.D.2, III.D.3, and III.D.4):

In order to meet the Standards, the Commission requires that the College integrate its planning and resource allocation for institutional and annual unit plans to ensure that resources meet both short-term and long-term needs of the institution and support and sustain student learning programs and services.

For reference, Standards III.D.1, III.D.2, III.D.3, and III.D.4 read:

- Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. (ER 18)
- The institution’s mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.
- The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.
- Institutional planning reflects a realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.

The 2021 ISER included the following descriptions of NVC’s financial practices:

- Actual expenditures exceeded projected budgets (III.D.1, Page 168).
- NVC did not have an established AP 6200 Budget Preparation in place, describing how to implement BP 6200 and ensure that practices aligned with it (III.D.2, Page 169; III.D.3, Page 171).
- Regular (monthly) monitoring, modification, and communication of the institution’s financial status was a relatively recent development (III.D.2, Page 169).
- Budgets were based on incremental changes to prior year budgets, without consideration of actual expenditures or long-range goals/projections (III.D.2, Page 169).
- Communication regarding the availability of funding to allocate during the annual budget cycle was generally limited to the Planning and Budget Development Forum (III.D.3, Page 171; III.D.4, Pages 171-172).

In addition, at the time of the FSV, there was a limited understanding of the annual planning and budget process.

Strengthening Financial Position

NVC has been implementing improvements in financial planning and resource management since 2021, to address concerns that led to the College being placed on enhanced fiscal monitoring by the ACCJC and the self-identified finding that “revisions to budget processes are overdue” (documented in the ISER; CR4-01). NVC outlined strategies designed to address the ACCJC’s concerns in a letter to the ACCJC in December 2021 and described improvements that were implemented December 2021 – August 2022 in the College Update submitted in September 2022 (CR4-02; CR4-03). Prior to the FSV in fall 2022, the

ACCJC informed NVC that it had been removed from enhanced fiscal monitoring, based on the Annual Fiscal Report (AFR) submitted in 2022 (CR4-04).

Since fall 2022, NVC has continued to refine financial management practices. The impacts of the changes are reflected in the following metrics and external assessments:

- Improvements to NVC’s practices yielded an increase of more than \$8.2M in the cash balance, as reported in the AFR submitted to the ACCJC in 2023 (2021-2022 vs. 2020-2021) (CR4-05).
- Between 2020-2021 and 2021-2022, the ending balance of the Unrestricted General Fund increased by more than \$932K, while total expenditures associated with that fund increased by approximately \$544K. Together, these two increases resulted in a 2.1% increase in the reserve level, which exceeded 10%. While the reserve level has increased, it has not reached the target level recommended by the California Community Colleges Chancellor’s Office (CCCCO) and the Fiscal Crisis and Management Assistance Team (FCMAT). [More information on this issue is provided below, within the discussion of AP 6250 Budget Management.]
- The balance of the fund for Other Post-Employment Benefits (OPEB) increased by \$850K between 2021-2022.

Select Metrics Reported in 2023 Annual Fiscal Report

Metric	FY 20/21	FY 21/22	Amount of Increase
Cash Balance (Unrestricted & Restricted)	\$2,334,226	\$10,626,039	\$8,281,813
Unrestricted General Fund			
Ending Balance	\$3,478,108	\$4,411,021	\$932,913
Total Expenditures	\$42,206,482	\$42,750,679	\$544,197
Ending Balance as Proportion of Total Expenditures (Derived)	8.2%	10.3%	2.1%
OPEB Trust Balance	\$3,096,647	\$3,946,909	\$850,262

- NVC projects a 13.5% unrestricted general fund balance (reserve) for the fiscal year ending June 30, 2024 (ending fund balance as a percentage of total expenditures to date) (CR4-06). Through month 5 of FY 2023-2024, unrestricted general fund expenditures were tracking to budget. Continuing to increase the reserve level has been identified as a priority by the BOT and College leadership. NVC’s improved budget reporting and monitoring practices will help ensure that the reserve level remains an area of focus.
- In NVC’s Audit Report for FY 2022-2023, the section on significant deficiencies, material weaknesses, and instances of noncompliance states, “There were no financial statement findings or questioned costs identified during 2022-23” (Page 77; CR4-07). Section IV of the Audit Report (regarding State Award Findings and Questioned Costs) noted a finding regarding NVC’s noncompliance with the 50% Law (Page 79).

To improve its financial position and yield the increases in the metrics reported above, NVC implemented a number of strategies. For example:

- NVC has institutionalized the practice of monitoring the budget regularly. Monthly updates are given at each regular meeting of the BOT (CR4-08). The same information is shared with the Budget Committee (BC) at monthly meetings held throughout the academic year (CR4-09).

- With more regular budget-monitoring, NVC has been able to identify and address negative variances in the budget in a more timely manner. This improvement in budget oversight has helped NVC avoid deficit spending.
- In 2022-2023, to help free up more discretionary funding to allocate toward new initiatives and to help address long-term and short-term needs at the institutional and program levels, NVC offered a Supplemental Employee Retirement Plan (SERP) for 2022-2023 (following a similar offering in 2021-2022) and refined the institutional management structure (CR4-10; CR4-11; CR4-12).
- NVC has implemented a more deliberate approach to spending practices, in order to maximize available budgetary resources. In fall 2023, NVC strengthened practices associated with staff replacement, and reestablished requirements associated with travel requests and use of purchasing cards (CR4-13; CR4-14; CR4-15). In November 2023, NVC also reinstated deregistration processes for students who have not paid registration fees (to avoid increased accrual of student loan debt encumbered by NVC) (CR4-16; CR4-17).
- Dr. Powell and the NVC Foundation have worked together to strengthen the relationship between the College and the foundation and identify fund-raising opportunities to help address institutional needs and support specific unit-level initiatives (CR4-18).
- NVC developed multi-year revenue projections, based on a well-defined and articulated set of assumptions for the College budget (CR4-19). These projections include the pro forma operating projections for the student housing program scheduled to open in fall 2024. The District's financial status as well as the projected scenarios were communicated to the campus community via a town hall in Spring 2023 (CR4-20).

Revised Procedures Associated with Financial Planning

In 2023, NVC revised three key APs related to financial practices.

- NVC adopted AP 6200 Budget Preparation in May 2022 to address a gap in procedures identified during ISER development. The AP was revised in May 2023 to remove two references to the PBC meeting with the BOT and the Superintendent/President (CR4-21).
- In May 2022, the PBC recommended a revision to AP 6250 Budget Management to incorporate detailed expectations regarding minimum reserve levels as defined by the California Community Colleges Chancellor's Office (CCCCO) and the Fiscal Crisis and Management Assistance Team (FCMAT). In January 2023, the AP was adopted with the following descriptions of the CCCCCO and FCMAT expectations: "Reserve levels should be maintained with no less than the minimum established by the Chancellor's Office and ACCJC. In addition, threshold guidance with respect to the FCMAT report of April 5, 2022 is recommended" (CR4-22).
- In May 2022, the PBC also recommended revisions to AP 6300 Fiscal Management. Clause 4 of the AP was expanded to include the PBC as a stake-holding group that would be apprised (along with the BOT) of NVC's financial status, and a Reporting Calendar was incorporated into the AP (as Exhibit A). The AP was adopted in January 2023 (CR4-23).

These updated procedures incorporate standard financial planning practices and are foundational to creating a common understanding of local processes for budget development and maintaining financial stability.

Institutional Planning

In 2022-2023, NVC began a comprehensive review of guiding institutional documents, beginning with the mission statement (CR4-24). The mission and values statements were revised and modernized, and an accompanying vision statement was developed (CR4-25). In fall 2023, NVC contracted with WestEd to develop an Educational Master Plan (EMP) (CR4-26). WestEd is facilitating an inclusive process for collecting input on the EMP and reflections on data, which will yield a draft five-year EMP as well as an Institutional Strategic Plan (ISP) to help operationalize the EMP. It is anticipated that the BOT will approve the plan in May 2024 (CR4-27). Through these broad-based planning activities, NVC is defining the goals and strategies that will help guide the College, the development of subsequent institutional plans, and decision-making – including resource allocation decisions – in the coming years (CR4-28).

Annual Planning and Resource Allocation Process

Since the fall 2022 FSV, NVC has implemented continuous, incremental improvements to the annual planning and resource allocation process. As described below, NVC has:

- expanded the timeline for the annual process;
- implemented and revised a prioritization rubric to rank requests;
- updated the templates for annual plan and resource request submissions;
- refined documentation to provide more specific context for the annual process;
- increased engagement of committees in the process; and
- increased communications regarding the process and the results of the process.

Expanding Timeline

Over the last three planning and budget cycles, NVC has expanded the timeline for developing, submitting, and reviewing annual plans and budget requests. As summarized in the table below, the amount of time allocated for the process increased from 6.5 weeks in 2021-2022 to 19.5 weeks in 2023-2024 (CR4-29). These changes were intended to provide more time for deliberate planning both within and between “units” (i.e., academic programs, academic/students support services, administrative support areas) prior to the due date.

General Description of Timeline for Annual Planning & Resource Allocation, Last Three Years

Academic Year	2021-2022	2022-2023	2023-2024
Budget Year/Cycle	2022-2023	2023-2024	2024-2025
Informational Session on 2024-2025 Process	--	--	November 9
Launch Date (Planning & Budget Development Forum)	March 29	March 3	December 6
Submission Due Date	April 19	March 17	January 31
Number of Weeks between Launch & Due Dates	3	2	5.5
Draft Tentative Budget to PBC/BC	May 13	May 12	May 10
Number of Weeks between Due Date & Tentative Budget to PBC/BC	3.5	8	14
Total Number of Weeks between Launch & Tentative Budget to PBC/BC	6.5	10	19.5

For the 2024-2025 process, all areas of the institution were encouraged to engage in collaborative conversations to identify potential initiatives that could be submitted jointly (rather than unit by unit). To provide more time for collaboration and the development of shared strategic initiatives, changes to the annual process for 2024-2025 were rolled out via campus-wide forums in November 2023 (CR4-30). These informational sessions introduced changes implemented for the annual process this year and provided an additional round of communication among the campus community – prior to the official “launch” date.

Prioritization Rubric

In 2022-2023, the PBC developed a common rubric to apply during the annual planning and budget process (CR4-31). The four Area Councils used the rubric to rank individual resource requests submitted within their respective areas (CR4-32).

Summary of Improvements in Prioritization Process, Implemented Last Two Years		
Prioritizing Requests	2022-2023	2023-2024
Prioritization Rubric	Incorporated as new practice	Revised
Rubric Criteria	<ul style="list-style-type: none"> ○ Program Importance ○ Strategic Impact ○ Urgency 	<ul style="list-style-type: none"> ○ Strategic Impact ○ Collaboration ○ Promotion of Institutional Goals ○ Promotion of Program-Level Goals ○ Impact ○ Timeliness
Rubric Applied by	Area Councils	Planning Committee
Rubric Applied to Rank	Resource requests	Strategic Initiatives

In fall 2023, the PC revised the Prioritization Rubric, updating it so that it could be applied to rank Strategic Initiatives (CR4-33). The rubric was expanded to include new dimensions for evaluation – including collaboration across programs and services (as referenced above), alignment with guiding institutional plans, and measurable impact of the proposed initiative.

Template

In 2022-2023 and prior years, the annual “unit plan” template contained two worksheets – with one designated for “Strategic Initiatives” and the other for “Operational Continuance” requests (CR4-34). In 2023-2024, the worksheets were divided into two separate templates (CR4-35). This change was implemented to help reinforce the transition away from strategic planning at the “unit” level and encourage the collaboration across programs and services described above. The split of the annual template also reflected the two-committee structure of the PC and BC. Responsibility for Strategic Initiatives was assigned to the PC, while responsibility for Operational Continuance was assigned to the BC (CR4-36).

Summary of Improvements in Annual Template, Implemented Last Two Years

Annual “Unit Plan” Template	2022-2023	2023-2024
Structure	[Strategic Initiatives & Operational Continuance Worksheets]*	Divided into two separate templates
Strategic Initiatives	Expanded to include: Source of Initiative	Expanded to include: <ul style="list-style-type: none"> ○ Linkage to Guiding Institutional Plans ○ Linkage to Program-Level Plans ○ Description of Alignment (with the above) ○ Rationale for the Anticipated Impact ○ Method of Evaluation
Operational Continuance	--	Expanded to include: <ul style="list-style-type: none"> ○ Delineation regarding existing or new line item for budget ○ Budget codes associated with resource requests ○ Consideration of possible grant or categorical sources to fund requests
*Note: Brackets [] denote standard/existing NVC practice (prior to 2022-2023) which continued in 2022-2023.		

The PC expanded the Strategic Initiatives Template to ensure that sufficient information – aligned with the dimensions of the Prioritization Rubric – is documented in the plans submitted during the annual process. The BC expanded the Operational Continuance Template to incorporate more detailed information about individual budget line items (including identification of specific budget codes).

Documentation

As documented in the September 2022 College Update, NVC introduced a Guidance Memorandum to supplement the Budget Development Values and Assumptions in 2021-2022 (CR4-03; CR4-37). As part of NVC’s standard practice, the Values and Assumptions outline a general philosophy for budget development – including integration with planning, the commitment to fiscal stability and meeting legal mandates, ensuring facilities and technological resources, and increasing operational efficiency (CR4-38). The Guidance Memorandum provides a more detailed description of the context for budget development each year – including anticipated changes in revenue and expenses, current enrollment and staffing levels, and additional considerations (CR4-39). The Guidance Memorandum has become a standard part of NVC’s practice over the past three cycles.

Summary of Improvements in Documentation of Process, Implemented Last Two Years

Documentation	2022-2023	2023-2024
Guidance Memorandum	Institutionalized as standard practice	
Institutional Planning Priorities	[6 goals from Institutional Strategic Plan embedded in drop-down menu]*	Replaced general goals with more specific institutional planning priorities
Instructions for Operational Continuance	[Instructions from prior cycle]	Added reference to starting point: current and historical budgets
* <u>Note</u> : Brackets [] denote standard/existing NVC practice (prior to 2022-2023) which continued in 2022-2023.		

In 2023-2024, as part of the ongoing refinement of practices, the PC recommended institutional planning priorities specific to the 2024-2025 planning and resource allocation process (CR4-40). The annual priorities were incorporated into the drop-down menu in the Strategic Initiatives (CR4-41). In addition, the instructions for submitting Operational Continuance requests for 2024-2025 were updated to include “review of the current and historic expenditures for (the) operating unit (as) the initial step” (CR4-42).

Engagement

In 2023-2024, NVC expanded the number of forums associated with the annual planning and resource allocation process. As referenced above, the process began with an information session to introduce changes being implemented this year (CR4-30). All members of the campus community were invited to attend the information sessions in November (CR4-43). The information sessions were followed by workshops in December (CR4-44). The content of the December workshops reflected the Planning and Budget Development Forums of the past. Where the standard “development forums” of prior years were targeted to budget center managers, all members of the campus community were invited to attend the December workshops (CR4-45). Finally, question and answer sessions were held in January, as the due date for submission of annual plans and resource requests approached (CR4-46). Two sessions were offered for each of the sessions offered in 2023-2024 – beginning with an in-person session, followed by a Zoom session which was recorded and made available on the central website for Planning and Budget Development (CR4-47).

Summary of Improvements in Engagement, Implemented Last Two Years

Increasing Engagement	2022-2023	2023-2024
Forum(s) Launching Annual Process	[Planning & Budget Development Forum]	Expanded to Include: ○ Information Session ○ Q&A Session
Intended Audience for Forum(s)	["Budget Center Managers"]	Campus Community
Prioritization Process: Plans	[Area Councils]	○ Planning Committee ○ Diversity, Equity & Inclusion Committee
Prioritization Process: Resource Requests	Resource Allocation Task Force	Expanded to include: ○ Facilities Committee ○ District Technology Committee ○ Budget Committee
* <u>Note</u> : Brackets [] denote standard/existing NVC practice (prior to 2022-2023) which continued in 2022-2023.		

Over the past two cycles, NVC has also expanded the number of people involved in the prioritization and resource allocation process. In 2022-2023, a RATF was convened to review high-priority resource requests (identified by the four Area Councils) and recommend funding sources to support them (CR4-48). This incremental change engaged more people (beyond President’s Cabinet and the PBC) in the annual resource allocation process – including staff from Business and Finance, Fund 12 managers, and constituent group representatives.

In the current cycle, NVC is expanding this practice to engage some committees beyond the PC and BC in the process. This year, three additional committees – the Facilities Committee (FC), DTC, and the Diversity, Equity, and Inclusion Committee (DEIC) – will be tasked with reviewing initiatives/requests and making actionable recommendations pertaining to their respective areas. The earlier due date for submissions (January 31 vs. March/April due date) is intended to provide time for training for committee members regarding their new roles in the process, followed by time to review the requests and make recommendations (CR4-49).

Communications

In December 2023, the results of the 2023-2024 budget process were shared with the campus community via a memo regarding the final budget (CR4-50). The message contained general information regarding funds earmarked to support specific College operations (e.g., instructional equipment, facilities improvements, technology) as well as detailed information regarding budget augmentations to address requests from specific programs and services. Budget augmentations were granted to support institutional planning priorities as well as operational continuance needs. For each augmentation granted, the document identified the amount funded, the funding source, and whether the allocation was for one year or multiple years. The December 2023 communication represents a new practice for NVC – in reporting the outcomes of the most recent resource allocation cycle. This new practice should reduce the number of repeat requests from year to year (which occurred when results were not communicated out).

These changes to the annual planning and resource allocation process are intended to increase awareness of the process as well as engagement in it, make the process more transparent, make

planning a more deliberate and collaborative activity, and ensure better communication of outcomes and decisions emerging from the process. As part of the ongoing, phased-in approach, NVC will continue to refine practices associated with the annual cycle each year.

College Requirement 5 (Standards IV.A.1, IV.A.2, IV.A.3, and IV.A.5):

In order to meet the Standards, the Commission requires that decision-making roles and processes throughout the institution be clarified and clearly defined to ensure all constituencies have shared understanding for appropriate participation.

For reference, Standards IV.A.1, IV.A.2, IV.A.3, and IV.A.5 read:

- Institutional leaders create and encourage innovation leading to institutional excellence. They support administrators, faculty, staff, and students, no matter what their official titles, in taking initiative for improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective planning and implementation.
- The institution establishes and implements policy and procedures authorizing administrator, faculty, and staff participation in decision-making processes. The policy makes provisions for student participation and consideration of student views in those matters in which students have a direct and reasonable interest. Policy specifies the manner in which individuals bring forward ideas and work together on appropriate policy, planning, and special-purpose committees.
- Administrators and faculty, through policy and procedures, have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise.
- Through its system of board and institutional governance, the institution ensures the appropriate consideration of relevant perspectives; decision-making aligned with expertise and responsibility; and timely action on institutional plans, policies, curricular change, and other key considerations.

The 2021 ISER included the following descriptions of NVC's practices associated with governance and decision-making:

- AP 2410 Board Policy and Administrative Regulation, revised in 2017, described processes for review and approval of BPs and APs. Appendix A defined two pathways for approval (one pertaining to policies/regulations subject to 10+1, and the other pertaining to non-10+1 areas). Appendix B identified BPs approved through Mutual Agreement of the District and the Administrative Senate (IV.A.3, Page 190).
- While the "not subject to 10+1" path described in Appendix A of AP 2410 defined a role for President's Cabinet, it "(did) not incorporate consideration of the expertise of individual administrators who are accountable for upholding procedures for the implementation of policy" (beyond Cabinet) (IV.A.3, Page 191).
- While the Council of Presidents was charged with conducting a biennial review of the District committee structure, a comprehensive evaluation of governance structures had not been completed over the last six years (IV.A.7, Page 198; I.B.7, Page 71).
- NVC acknowledged the "need to revisit committee charges and responsibilities and to update reference guides to help clarify processes and reflect current practices" (IV.A.5, Page 195).
- NVC also articulated an opportunity to increase effectiveness "by assigning responsibilities for monitoring implementation (of institutional plans beyond the ISP) to specific committees" (IV.A.5, Page 196).
- NVC's BP 2510 Participation in Local Decision-Making had been revised in 2019 (I.B.7, Page 71).

- BP 2511, a policy adopted in 1991, was functioning as the AP for BP 2510. While there were areas of overlap between the two documents and BP 2511 provided additional detail to supplement the BP, “other portions of BP 2511 supplement BP 2510 and describe processes and structures that are not referenced within BP 2510” (IV.A.2, Page 189).
- NVC did not have an AP 3250 Institutional Planning in place. The lack of a procedure resulted in confusion, inconsistent practices, and prolonged processes (IV.A.5, Page 195).

In addition, at the time of the FSV, there were questions regarding Guided Pathways responsibilities and their alignment with NVC’s governance structures.

To address these concerns, NVC has codified practices, refined structures, drafted a Governance Handbook, updated APs, and provided ongoing training opportunities for all campus constituencies regarding roles and processes.

Codifying Practices: AP 2410 Board Policy and Administrative Procedure

Following the Collegiality in Action training that was provided by the Community College League of California (CCLC) and the Academic Senate for California Community Colleges (ASCCC) in September 2022, NVC formed a task force to update AP 2410 Board Policy and Administrative Procedure (CR5-01; CR5-02; CR5-03). The AP 2410 Task Force was comprised of the Superintendent/President and two representatives from each constituent group, including the Constituent Group President and another designee. The task force met regularly in spring 2023 to draft a new procedure, with support from two facilitators assigned by the CCLC and ASCCC (CR5-04). The new procedure clarifies paths for BP/AP review, development, and approval, with one path pertaining to 10+1 matters that fall under the purview of the Academic Senate and the other path pertaining to all other policies and procedures (CR5-05). Four “exhibits” attached to AP 2410 provide additional documentation and clarification regarding the new procedure (CR5-06).

The most substantive differences between the old (2017) AP and the updated (2023) version include:

- Adding language to indicate that “further details (regarding procedures) are often described in handbooks, manuals, defined processes, flow charts, and other tools”;
- Indicating that the development or revision of BPs/APs can be triggered by an external source (e.g., recommendation from the CCLC, accreditation requirements, or legislation);
- Explicitly stating that the Superintendent/President approves APs (with the exception of APs regarding the operating procedures of the BOT);
- Including subject matter experts in the work groups formed to develop/review BPs/APs;
- Describing what happens when the Superintendent/President does not approve a proposed AP; and
- Incorporating a communication to the Council of Presidents for all proposals, including 10+1 issues (whether “rely primarily” or subject to mutual agreement) (CR5-07).

The new procedure was signed via Mutual Agreement in May 2023, and NVC began applying the new procedure to review and update BPs and APs in fall 2023. The revised AP 2410 has guided the completion of review of 36 BPs and 47 APs to date (CR5-08).

Refining Structures: Extended Cabinet and Council of Presidents

In fall 2023, Dr. Powell restructured Extended Cabinet, by adding leaders of constituent groups and bargaining associations to the group of administrative members of Extended Cabinet (CR5-09). The new structure engages more people in conversations about issues that impact the campus community – such as student housing, technology updates, and the results from institutional surveys (CR5-10). Extended Cabinet serves as an advisory body to the Superintendent/President and is intended to “provide broad feedback on long term planning and communicate detailed and informed perspectives out to the campus community.” This structure “is intended to serve as a means of deepening understanding, a creative think space, and as a venue for building better relationships among campus leaders” (CR5-11).

The Council of Presidents – which is comprised of constituent group leaders and the Superintendent/President – continues to meet. “The Council of Presidents provides a venue for each constituent group to have an opportunity to review and endorse non-academic policies and procedures that govern the institution; to share information on state, federal, and local issues with constituent groups; and to conduct an evaluation of the committee structure of non-academic and professional committees and make recommendations to the college president” (CR5-12). In fall 2023, the agendas for Council of Presidents meetings focused on BPs/APs (CR5-13).

Dr. Powell’s decision to restructure Extended Cabinet emerged, in part, from findings in the ISER – and particularly the realization that it was unrealistic to task the Council of Presidents with reviewing all BPs/APs, discussing college-wide issues, and conducting a comprehensive evaluation of NVC’s committee structure, in addition to their roles as constituent group leaders. Expanding Extended Cabinet to include faculty, classified professionals, and students was also intended to help address a shared interest in increasing transparency.

Governance Handbook

One campus-wide issue that appeared regularly on the Extended Cabinet agenda throughout fall 2023 is the Governance Handbook (CR5-14). NVC began drafting the Governance Handbook in fall 2023. It “describes the governance and decision-making structure and process” and “is intended to ensure opportunities for meaningful collaboration by constituent groups in the shared work of the college” (Introduction to Governance Handbook; CR5-15). The handbook includes roles of constituents in governance and decision-making, types of groups engaged in governance and decision-making, roles of committee members, and descriptions of District and Academic Senate committees (CR5-16). The handbook also includes references (via live links) to BPs and APs, where appropriate. The Governance Handbook will serve as a central resource and reference guide for NVC. It represents the “Decision-Making Guide” referenced in the ISER.

The Governance Handbook contains general information – regular meeting time, charge, and membership – about each campus committee (CR5-17). District and Academic Senate committees were responsible for submitting information to include in the handbook. As stated on the cover page of the Governance Handbook, it will be reviewed and updated each spring (beginning in spring 2024). As described in the Introduction, the annual review is to ensure currency of content, with a more comprehensive review scheduled every six years (CR5-18). The responsibility for reviewing the handbook regularly (and updating when necessary) is a shared one, no longer limited to the five

members of the Council of Presidents. The process for review engages the expertise and experiences of individual committees.

During an Extended Cabinet discussion of the Governance Handbook, the group suggested that a “Governance” tab be reinstated on the NVC website – to provide a central location for posting governance-related information, including the Governance Handbook. The Governance portion of the website was made public in January 2024 (CR5-19). The Governance Handbook stipulates that District committees will identify goals for themselves at the beginning of each academic year and then report out regarding progress relative to those goals at the conclusion of the academic year. The summary of accomplishments from each District committee will be posted on the Governance webpage by June 30 of each year. [This practice will be implemented among District committees in 2024-2025, as committees have not defined specific goals/deliverables for 2023-2024.]

In fall 2022, when the Academic Senate updated their Bylaws, responsibilities associated with the Guided Pathways Initiative were formally assigned to the Student Success Standards Committee (CR5-20).

Drafts of the Governance Handbook were included on the agendas for Academic Senate Business Meetings in October (as an information item), November (as a discussion item at two meetings), and December (as an action item) (CR5-21). At the meeting in December 2023, the Academic Senate indicated that they wanted more time to review the Governance Handbook, and action was deferred until January 2024 (CR5-22; CR5-23). NVC anticipates that the draft Governance Handbook will be in place in spring 2024, following review and endorsement by constituent groups.

Revision of APs: 2510 Participation in Local Decision-Making & 3250 Institutional Planning

AP 2510 Participation in Local Decision-Making

As documented in the ISER, two different versions of AP 2510 emerged from the old process described in AP 2410 Board Policy and Administrative Procedure, and the Council of Presidents began reviewing the two documents in spring 2021 (CR5-24; CR5-25). Once the revised AP 2410 was adopted (May 2023), the revision of AP 2510 and the development of the Governance Handbook were prioritized (for fall 2023).

In October 2023, the Academic Senate endorsed Exhibit D of AP 2410 (CR5-26). Exhibit D identifies the Collegial Consultation Agreement BPs and APs that fall under the 10+1 academic and professional matters that are subject to Mutual Agreement or defined as rely primarily (CR5-27). As AP 2510 is subject to Mutual Agreement, it was assigned to the Academic Senate President. In November 2023, a Special Workgroup of the Academic Senate Executive convened to review and revise AP 2510 as well as the Governance Handbook (CR5-28). The Special Workgroup included faculty, classified, and administrative members (CR5-29). In January 2024, the Academic Senate endorsed AP 2510 with a minor refinement to the version recommended by the Executive Committee of the Academic Senate (CR5-30).

AP 3250 Institutional Planning

A revised AP 3250 Institutional Planning was adopted in May 2022 (CR5-31). The AP describes NVC’s system of plans, including guiding institutional plans, more specific program-related plans, and local plans that supplement required plans identified in BP 3250. It also outlines a philosophy for institutional

planning, describes the role of the PBC, and identifies a path that ensures two rounds of review (by different committees or groups) for each institutional plan.

As part of the review of Chapter 3 of the Board Policy Manual in 2023-2024, BP 3250 and the associated AP 3250 were included in the November workshop for BP/AP review (CR5-32). In January 2024, the PC recommended a revision to BP 3250, updating it to reflect a legal update associated with the Cooperative Work Experience Plan (and its removal from Title 5) (CR5-33). The PC also recommended revisions to the associated AP – to align with the proposed BP, reflect current CCCCCO and NVC practices (e.g., plan and committee names), and include reference to NVC’s (anticipated) Planning Handbook (CR5-34). The additional details of AP 3250 (following the “Philosophy” section on Page 2) will be incorporated into the handbook later this semester, and the content will be updated by the PC at that time (CR5-35).

Training for All Constituencies

NVC has offered ongoing training around governance since spring 2023. A retreat for classified professionals in April 2023 included training on governance provided by the California Community Colleges Classified Senate (4CS) (CR5-36). The Fall 2023 Flex Days included workshops on Shared Governance (Day 1) and Board Policy and Procedures (Day 2) (CR5-37). Dr. Janet Fulks and Bill McGinnis, who facilitated the AP 2410 Task Force meetings, led the two sessions. The Spring 2024 Flex Day agenda included a workshop on “Policy Process under Shared Governance” (CR5-38). The session was presented jointly by the Academic Senate President and the Vice President of Academic Affairs (CR5-39).

Ongoing Improvements to Clarify Roles & Ensure Consistency

- Orientation for Budget Committee: An orientation for BC members was provided in fall 2023. Orientation materials were reviewed and discussed at meetings in September, October, and November (CR5-40). The BC Orientation went through three readings and was endorsed in November (CR5-41).
- Responsibilities Associated with 2024 Accreditation Standards: In fall 2023, NVC identified committees with responsibilities related to the 2024 Accreditation Standards, which were approved by the Commission in June 2023 (CR5-42). A document identifying committees as well as administrative offices with roles pertaining to each standard was distributed among constituent group leaders, along with chairs/co-chairs/coordinators of committees/groups (CR5-43). The document is intended to help clarify roles, communicate the new standards, and position NVC for future accreditation reviews.
- Repeal of Outdated Policies: In November 2023, the BOT repealed the majority of the old Board Policy Manual (CR5-44). In addition to removing BPs associated with a previous numbering system, the action by the BOT provided additional clarification by removing BPs that “are inconsistent with and may conflict with and undermine the intent of the more up-to-date documents, leading to confusion among students and employees” (CR5-45).
- Increasing Engagement of Committees in Annual Planning and Resource Allocation Process: As described within the Response to CR4 (above), over the past two years, NVC has increased the number of committees/groups with a defined role in the annual planning and resource

allocation process (to include committees beyond the BC and PC). The respective roles of committees and groups (including the BC, PC, RATF, FC, DTC, and DEIC) in the annual process will be documented in the Planning Handbook and will be updated as assigned responsibilities continue to evolve.

Impact of Changes & Maintaining Momentum

- NVC has incorporated regular review into the new practices that have been implemented since spring 2023. The cover page of the Governance Handbook indicates that it will be reviewed each spring and updated as necessary for any updates and so that the campus community is aware of committee meeting times before each academic year begins. A comprehensive review of the handbook is scheduled on a routine six-year cycle. The Council of Presidents will also evaluate the effectiveness of the revised AP 2410 based on its application to the review of policies and procedures that began in fall 2023, with the first cycle of evaluation scheduled for fall 2024.
- The revised AP 2410 and the dedication of all campus constituencies to updating BPs and APs according to the established schedule has led to more timely action on policies and procedures, as demonstrated through the approval of 36 BPs and 47 APs in fall 2023 (CR5-08).
- The changes described within the Response to CR5 (along with those described within the Responses to CR2 and CR4) have resulted in noted improvements in the campus culture. At the November 2023 BOT meeting, the reports of both the Classified Senate President and the Administrative/Confidential Senate President were centered around gratitude (CR5-46). The Classified Senate President specifically referenced some of the accomplishments described here – including improvements in communication, collaboration among constituent groups, and the development of the Governance Handbook.
- The theme of gratitude was also reflected in the Welcome Session of the Spring 2024 Flex Day, when each constituent group leader reported out fall 2023 accomplishments of another group (CR5-47). This collaborative approach was proposed by the Academic Senate President and embraced by all of the constituent group leaders. It was impactful to have the four leaders take turns lifting up the work of colleagues that play different roles in supporting students.
- NVC anticipates a need for ongoing learning, discussion, and clarification of roles in governance and decision-making processes and will adjust and refine practices and documentation, as necessary, based on evaluation of effectiveness of the new processes and structures described above.

College Requirement 6 (Standard IV.C.12):

In order to meet the Standards, the Commission requires that the Board delegate full responsibility and authority to the CEO without Board interference.

For reference, Standard IV.C.12 reads:

The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.

To address this College Requirement (CR) as well as Standard IV.C.12, Dr. Powell and the Board of Trustees have collaborated to:

- arrange for training and discussion opportunities regarding the Board’s role in accreditation;
- clarify roles and expectations among members of the campus community;
- demonstrate delegation of responsibility and authority to the Superintendent/President; and
- ensure accountability of the CEO.

Since receipt of the ACCJC Action Letter, the BOT has had regular opportunities to discuss accreditation requirements and receive accreditation-related updates and training, including a review of the respective roles of the Board and the CEO as well as the appropriate delineation of responsibilities for each. The agenda for the February 2023 meeting included the ACCJC’s Action on NVC’s Comprehensive Review (CR6-01). A Board Retreat held later that week included discussion of the CRs, including CR6 (CR6-02). In July 2023, Dr. Catherine Webb, the ACCJC Vice President assigned to NVC at the time, provided a Study Session on “Board Roles and Responsibilities in Governance through the Accreditation Lens” for the BOT, as part of a pre-meeting workshop (CR6-03). The presentation included expectations for governing boards – under both the 2014 and 2024 Accreditation Standards – and an introduction to the forward-looking improvement approach to accreditation developed by the ACCJC. CR6 and the Follow-Up Report factored into the Board’s decision to have Board Chair Dodd continue in that role for 2023, to ensure consistency of leadership and familiarity with recent accreditation processes. In October 2023, NVC resumed the practice of providing regular monthly updates on accreditation to the BOT (CR6-04).

Since Dr. Powell’s arrival in July 2022, he and the BOT have been working together to redefine parameters among the campus community – to differentiate respective roles more clearly. To ensure that Board members receive timely information about College activities, Dr. Powell has established a regular cadence for providing information to the Board and meeting with individual Board members. Dr. Powell’s calendar includes regular meetings with individual trustees, weekly meetings with the Board Chair, and written weekly updates for the group (CR6-05; CR6-06). These practices ensure that the Board has full knowledge of relevant College activities while also defining the appropriate levels of communication between the CEO and the Board (rather than between Board members and other College staff).

Improvements intended to help normalize relationships, roles, and behaviors include:

- Removing trustees from All Staff email group and from the Accreditation Steering Committee (CR6-07)
- Revising AP 6200 Budget Preparation to clarify sequencing and roles regarding budget recommendations to the Board: Changes include removal of the reference to the PBC meeting directly with the BOT and adding clarification that the committee recommends to the Superintendent/President (CR6-08).
- Implementing a twice-annual Board Retreat cycle, where the trustees establish annual Board Goals at the retreat held each summer and conduct a mid-year evaluation of progress at the retreat held each winter. The Board Retreats provide an opportunity to reinforce the Board's role, by focusing on key Board-level goals, as appropriate for a governing body. The Board goals identified for 2023-2024 reflect the BOT's accreditation-related role (CR6-09).
- Dr. Powell has also engaged regularly with individual campus leaders and groups to help identify appropriate channels of communication, sequencing of information-sharing, and clarifying roles. Examples include working with faculty to determine the timing and level of engagement with the BOT regarding the Sabbatical Leave Bond and sharing his vision regarding institutional planning and reinforcing the importance of the role of the Planning Committee (PC) (CR6-10; CR6-11).

The BOT and Dr. Powell have jointly implemented these improvements, and individual trustees have become advocates, reinforcing the defined roles and responsibilities.

As referenced within the Responses to CR2 and CR5, NVC has improved documentation by explicitly incorporating roles and responsibilities – including the role of the Superintendent/President – into a number of APs, including AP 2410 Board Policy and Administrative Procedure (and references to that AP in agendas for the Council of Presidents) (CR6-12). A Spring 2024 Flex Day Session on “Policy Process under Shared Governance” provided an opportunity to reinforce the Board's responsibility for adopting BPs and the Superintendent/President's responsibility for issuing APs (as described in BP 2410) among the campus community (CR6-13; CR6-14).

The BOT holds the Superintendent/President accountable via the evaluation process described in BP and AP 2435 Evaluation of the Superintendent/President (CR6-15). To provide ongoing opportunity for feedback to Dr. Powell during his first two years, the performance evaluation of the Superintendent/President has appeared regularly on the Closed Session portion of the agenda for BOT meetings (CR6-16).

In addition to the practices described above, NVC has established a regular cycle for individual Board members to attend trainings – to ensure that the Board has ongoing opportunities to learn about effective practices at other institutions and can work with the Superintendent/President to implement refinements locally (CR6-17).

Acronyms

Acronyms that appear in this report are listed in alphabetical order (based on the non-expanded form).

Acronym	Expanded Form
ACCJC	Accrediting Commission for Community and Junior Colleges
AFR	Annual Fiscal Report
AP	Administrative Procedure
APPA	Association of Physical Plant Administrators
ASCCC	Academic Senate for California Community Colleges
BC	Budget Committee
BOT	Board of Trustees
BP	Board Policy
CCCCO	California Community Colleges Chancellor's Office
CCLC	Community College League of California
CEO	Chief Executive Officer
CR	College Requirement
DEIC	Diversity, Equity, and Inclusion Committee
DTC	District Technology Committee
EDR	Endpoint Detection Response
EMP	Educational Master Plan
FC	Facilities Committee
FCMAT	Fiscal Crisis and Management Assistance Team
FMP	Facilities Master Plan
FSV	Focused Site Visit
FY	Fiscal Year
ISER	Institutional Self-Evaluation Report
ISP	Institutional Strategic Plan
IT	Institutional Technology
MVV	Mission, Vision, and Values
NVC	Napa Valley College
OPEB	Other Post-Employment Benefits
PBC	Planning and Budget Committee
PC	Planning Committee
PRT	Peer Review Team
RATF	Resource Allocation Task Force
RTV	River Trail Village
SAC	Student Affairs Council
SAFER	Schools Association for Excess Risk
SERP	Supplemental Employee Retirement Plan
SSO	Student Service Outcome
TCO	Total Cost of Ownership
TMP	Technology Master Plan
VPAS	Vice President, Administrative Services
WEC	Wine Education Center