



Follow-Up Report

Submitted by

Napa Valley College
2277 Napa-Vallejo Highway
Napa, CA 94558

to

Accrediting Commission for Community and Junior Colleges

February 2025

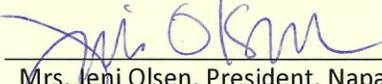
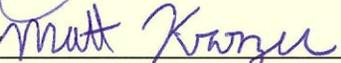
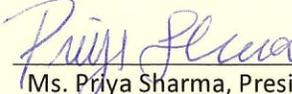
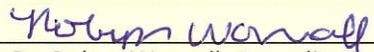
Certification

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 June 12, 2024. 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:

	2/18/25
Dr. Torence Powell, Superintendent/President	Date
	2/20/25
Mrs. Jeni Olsen, President, Napa Valley College Board of Trustees	Date
	2/25/25
Dr. Matthew Kronzer, President, Academic Senate	Date
	2/19/25
Ms. Cristine Tapia, President, Administrative/Confidential Senate	Date
	2/19/25
Ms. Danielle Alexander, President, Classified Senate	Date
	2/20/25
Ms. Priya Sharma, President, Associated Students of Napa Valley College	Date
	2.18.25
Dr. Robyn Wornall, Accreditation Liaison Officer	Date

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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.

Since submitting the 2024 Follow-Up Report, Napa Valley College (NVC) has conducted inventories of facilities and technology resources; has completed an evaluation of operational costs and long-term management costs associated with facilities as well as a separate evaluation of technology, focusing on refresh planning to ensure that technology is updated and replaced according to an established cycle; and has implemented practices for monitoring the state of District resources and communicating them to appropriate committees.

NVC's response to College Requirement 3 is structured around four components of the two standards cited above. The four components include:

- The Context of Institutional Planning (Standards III.B.4 and III.C.2)
- Resource Planning to Support Institutional Improvement Goals (Standards III.B.4 and III.C.2)
- Projecting Total Cost of Ownership and Incorporating Costs into 2025-2026 Planning and Resource Allocation Cycle (Standards III.B.4 and III.C.2)
- Incorporating Total Cost of Ownership into Long-Term Planning and Budget Projections (Standards III.B.4 and III.C.2)

Within each section, the response describes accomplishments associated with both physical resources and technology resources.

Context of Institutional Planning

When the 2024 Follow-Up Report was submitted, NVC was in the process of developing a new Educational Master Plan. In May 2024, the Board of Trustees approved the 2024-2029 Educational Master Plan (EMP) (CR3-01; CR3-02). The five institutional goals established in the EMP include one designated specifically to Infrastructure Improvements and Fiscal Sustainability (Goal 4), which is associated with College Requirements 3 and 4 (CR3-03). The findings outlined in Goal 4 of the EMP include concerns regarding campus facilities and technology, including the aging of existing resources. The EMP provides the foundation for institutional planning, including resource-related planning. With the EMP in place, NVC began the process of developing a new Facilities Master Plan (FMP) as well as a new Technology Master Plan (TMP) (CR3-04). The process for both plans began with an evaluation of total cost of ownership.

Resource Planning to Support Institutional Improvement Goals

At the time of the 2024 Follow-Up Report, NVC had a tool for evaluating the total cost of ownership (TCO) of facilities but had yet to apply the tool to inform long-term planning (CR3-05). In August 2024, NVC identified a TCO Assessment Tool available from the Consortium for School Networking (CoSN) to evaluate existing technology resources (CR3-06). The CoSN assessment tool was applied by the Ellucian team assigned to NVC, as part of their contract for managed services (CR3-07). To accelerate the requisite assessment of TCO for facilities, NVC engaged the assistance of Facilities Planning and Program Services, Inc. (CR3-08).

As of January 2025, NVC has completed a TCO assessment for facilities and a draft TCO assessment for technology (CR3-09; CR3-10).

- **Facilities Assessment:** The facilities assessment includes operational costs – including staffing, utilities, maintenance, and repairs – as well as long-term management costs and recommendations. The table in Appendix B of the TCO Assessment for Facilities reports the Facilities Condition Index (FCI) of each building, along with associated repair and replacement costs (Current Repair Cost (REPR) and Current Replacement Cost (CRPL)) (Pages 23-24). (The two cost measures along with the FCI are reported in the columns highlighted in light green, in the middle of the table.) The FCI is a ratio that compares the cost of building repairs to the cost of replacing buildings (REPR:CRPL). Scores that factor into the FCI are determined by officials from the California Community Colleges Chancellor’s Office, who conduct triennial on-site surveys. Worksheets to project expenses associated with staffing, specific buildings, and the whole campus under different parameters appear in Appendix E (beginning on Page 29). NVC is exploring a new tool available through the Facilities Utilization Space Inventory Network (FUSION) reporting software, with functionality to support cataloging of facilities infrastructure (below the building level – e.g., carpet/flooring, furniture, etc.) and equipment. The new tool will help monitor and prioritize repair and replacement needs.

- **Technology Assessment:** To inform the development of the TCO assessment, NVC updated its inventory of technology resources (CR3-11). As of January 2025, the inventory lists 1,301 computing systems, 47.8% of which are at least 5 years old. The inventory of technology resources includes the replacement costs associated with each item. The TCO assessment establishes the replacement lifecycles for different types of technology (CR3-10, Pages 10-11) and includes a general inventory of resources identified by location/use (e.g., classrooms, labs, and employee offices, Page 13) along with a projection of costs associated with a five-year replacement cycle for classrooms and offices (Pages 24-25) and a projection of costs associated with audio/visual equipment based on replacement priority (Pages 25-26). The technology TCO assessment describes the methodology for calculating TCO (with Phases II and III to be completed in March 2025) and the mechanisms for maintaining and updating it regularly (Page 5). The “Current Conditions” section of the TCO assessment for technology suggests that fiscal resources may not be sufficient to address all refresh/replacement needs (Page 11). To help address this challenge, the document delineates three tiers of priorities, which will be used to guide the allocation of resources both annually and across a multi-year period. The section concludes with a list of funding sources to help meet the identified technology needs (Pages 11-12). To help assess current technology needs beyond the replacement needs described in the Technology Refresh Plan, Appendix D contains a template for projecting institutional technology costs (Pages 24-26). The template will be incorporated in the 2025-2026 planning and resource allocation cycle (more on the 2025-2026 process below).

In addition to applying the TCO tools to assess existing resources, NVC has continued to institutionalize and improve practices associated with physical and technology resources. Monthly reports of the Vice President, Administrative Services to the Board of Trustees highlight recent accomplishments and current issues in the areas of facilities and technology (a new practice reported in the 2024 Follow-Up Report) (CR3-12). In addition to regular updates on progress related to TCO assessment, recent reports have included:

- improvements to address safety hazards, to capture energy efficiencies, and to replace/repair equipment that is not functioning optimally (for facilities and equipment); and
- completion of projects designed to increase security, including migration to the cloud and implementation of Multi-Factor Authentication among faculty, staff, and students (for technology).

The 2024 Follow-Up Report described increased investments in technological infrastructure and designated funding for instructional equipment (CR3-13). Some highlights of resource allocations and improvement to address technology and equipment needs (as conveyed in the 2024 report) include:

- An increased base investment in technology of \$2.2M;
- A contract with Ellucian Advisory Services and Institutional Technology Managed Services to evaluate practices and recommend improvements for NVC operations;
- A second contract with Ellucian to provide ongoing operational support for five years;

- Implementing security features including firewalls and antivirus software (and updating those systems regularly) as well as Endpoint Detection Response solution;
- Conducting regular network vulnerability scans; and
- Dedicating up to \$400K for instructional equipment.

Since spring 2024, regular updates regarding facilities and technology have been provided to the Facilities Committee (FC) and District Technology Committee (DTC), respectively. The Facilities Projects List is shared each month with the FC (a practice implemented in May 2024) (CR3-14). The FC began a similar practice associated with Scheduled Maintenance Projects (and recent funding of them) in fall 2024 (CR3-15). Since fall 2024, the agendas for DTC meetings have included regular reports from the Chief Information Officer (CR3-16). The Chief Information Officer’s reports cover issues that are most relevant to the committee. The report from January 2025 included timelines for implementing strategic actions associated with four objectives – including enriching the student experience; operational excellence; student-centered innovation; and compliance (Page 6). That report also included data on fraudulent accounts, the detection of them, and the subsequent removal of enrollments associated with them prior to the spring 2025 term (Page 7). The regular communications and information-sharing are foundational to monitoring resources and preparing committees for the upcoming institutional resource planning associated with the FMP and TMP.

NVC continues to allocate resources to address facilities and technology needs through the annual planning and resource allocation process. The 2024-2025 Final Budget Presentation reflected an allocation of up to \$507K to support facilities and technology, with the following items incorporated into the budget (CR3-17):

- Up to \$200K to help address operational continuance needs, including those associated with physical infrastructure;
- \$180K for Facilities Master Plan and TCO assessment; and
- \$127K for an environmental consultant to address the Ash Landfill (Page 11).

All three allocations are linked to Strategic Goal 4 regarding Physical Infrastructure (Page 9).

The 2024-2025 Final Budget Presentation also included the following recommendations associated with facilities, equipment, and technology:

- \$500K for infrastructure improvements – including physical plant and the redesign of the Student Activities Center;
- \$250K for instructional supplies; and
- \$25K for laptops and devices to ensure access for students and faculty (Page 10).

These recommended allocations are also linked to Strategic Goal 4 regarding Physical Infrastructure. The presentation conveys that additional strategic initiatives “will be funded to the extent that the Final Budget allows” (Page 6).

Projecting TCO and Incorporating Costs into 2025-2026 Planning and Resource Allocation Cycle

As referenced above, the TCO for facilities includes dynamic worksheets to help project costs under certain conditions. As a result, the TCO for facilities includes specific dollar amounts associated with some general/baseline conditions. (See tables embedded within the Operational Costs section of CR3-09; Pages 11, 13, 16.) Now that NVC has the TCO Assessment for facilities in place, it can be applied and updated regularly to adjust to changes in campus infrastructure and ensure that financial forecasts reflect District holdings.

The technology inventory tracks the lifespan of specific technology resources (between order date and warranty date) and the anticipated replacement model and associated cost (CR3-11). The TCO assessment for technology identifies the number of technology resource holdings by specific type (e.g., use in classrooms/labs, use by individuals/employees, audio/visual assets) (CR3-10, Appendices A and B). The tables in Appendix D include projected replacement costs for individual items based on their age, along with total projected annual costs based on the type and number of technology assets to be replaced.

To ensure that the results of the TCO assessment of facilities and technology resources are incorporated into the resource allocation process, NVC has implemented improvements to the 2025-2026 budget development process. As part of the upcoming process, the Acting Director of Facilities Services and the Director of Institutional Technology will submit three-year forecasts conveying anticipated needs within their respective areas. The TCO projections for facilities and technology (e.g., tables and expenses documented in CR3-09 for facilities; Appendix D of CR3-10 for technology) will be used to inform the three-year forecasts. As part of the 2025-2026 budget development process, Budget Center Managers across the institution have been asked to submit Operational Continuance Workbooks which identify facilities and technology requests at the unit level (CR3-18, Page 3).

The 2025-2026 budget development process has also been expanded to include a new option for submitting resource requests that promote institutional efficiencies (in support of EMP and Board goals) (CR3-18, Page 5). The new Organizational Optimization Proposal provides an opportunity to identify ways of improving NVC operations through technology, facilities, and personnel resources (CR3-19). Both operational continuance requests and optimization proposals are due by March 3 (CR3-18, Page 3). The Facilities and District Technology Committees will use the assessment of institutional needs as well as the resource requests submitted through the annual process to make recommendations (by April 11) for the 2025-2026 budget development process.

Incorporating Total Cost of Ownership into Long-Term Planning and Budget Projections

NVC has incorporated the Wine Education Complex, which is currently under construction, into the TCO for facilities (CR3-20). Technology resources associated with the Wine Education Complex, including computers and A/V equipment, will be added to the Technology Refresh Plan once the technology for the new buildings is purchased and added to the inventory (with purchase and warranty dates identified).

NVC has developed budget projections through 2028-2029 (CR3-21). Next steps associated with TCO for facilities and technology include:

- Updating the multi-year budget projections to include facilities and technology; and
- Incorporating facilities TCO into the Capital Outlay Plan.

As more information is collected during the 2025-2026 budget development process, the multi-year budget projections will be updated to reflect institutional TCO needs as well as operational needs at the unit level (including those associated with optimization). NVC's Capital Outlay Plan, which is scheduled to go to the Board of Trustees for action in June 2025, will incorporate the TCO findings as well as the results of the 2025-2026 resource allocation process.

The 2024 Follow-Up Report indicated that the TCO considerations would be incorporated into the FMP and TMP to ensure that both short-term and long-term needs are addressed. NVC has refined this approach to focus on the budget and is using it to reflect short-term and long-term resource allocation plans (rather than the two institutional master plans). The TCO assessment will still be used to inform the development of the TMP and FMP, and the two master plans will identify potential funding solutions to help meet anticipated costs. The two primary reasons for the change in approach are:

- The budget (annual and projected formats) is the most immediate mechanism for reflecting resource allocations to address needs within the two resource areas.
- The timelines for TMP and FMP development have been extended (CR3-22).

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

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 and III.D.2 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.

Since submitting the 2024 Follow-Up Report, NVC has maintained momentum and continued to refine budgetary practices. NVC has realized improvements by institutionalizing practices described in the 2024 Follow-Up Report and by critically evaluating spending practices across all aspects of the institution to identify opportunities for increasing efficiencies. The changes described below resulted in a 16.9% reserve level for FY 2023-2024, which reflects the 17% level recommended by the California Community Colleges Chancellor's Office (CR4-01).

NVC's response to College Requirement 4 is structured around four effective practices reflected in the two standards cited above. The four practices are associated with:

- Financial Stability: Sufficiency of Financial Resources, Procedures to Ensure Sound Financial Practices and Integrity (Standards III.D.1 and III.D.2);
- Integration of Institutional Planning and Resource Allocation/Financial Planning (Standard III.D.2);
- Distribution of Resources through the Annual Planning Process (Standard III.D.1); and
- Communication of Financial Information and Decisions (Standard III.D.2).

Financial Stability: Sufficiency of Financial Resources, Procedures to Ensure Sound Financial Practices and Integrity

NVC has continued the practice of providing regular (monthly) budget updates to the Board of Trustees (CR4-02). The 2024 Follow-Up report identified regular monitoring and reporting as an effective practice as well as a strategy to help identify and address negative variances in the budget in a more timely manner. In April 2024, the Board of Trustees approved an adjustment to the 2023-2024 budget based on recent trends in the budget (CR4-03). The adjustment to the (then) current-year budget represented a new development for NVC, as it marked the first time that NVC took formal action to change the budget based on patterns found in recent actuals. The report of the Vice President, Administrative Services to the Board of Trustees in April 2024 summarizes the material changes in both revenue and expenditures that are reflected in the adjusted budget (CR4-04). In April 2024, the proposed adjustment reflected a 2.7% increase in total revenues and a 2.0% increase in total expenditures (between the revised post-audit budget and the proposed adjusted budget) (CR4-03). These two increases yielded a 0.43% increase in the reserve level (e.g., fund balance as a percentage of total expenditures). The resulting 15.52% reserve level approached the level of 17% recommended by the California Community Colleges Chancellor's Office (CCCCO). As conveyed in NVC's 2024 Audit Report, "Although Napa Valley College has not yet achieved that level of recommended reserves, the UGF (Unrestricted General Funds) fund balance at the end of 2023-24 is an improvement over the previous year and is deemed sufficient to absorb future unforeseen circumstances" (CR4-01; CR4-05).

The improvement in NVC’s financial stability is also reflected in the Annual Fiscal Report (AFR) submitted to the ACCJC in April 2024 (CR4-06). As summarized in the table below, between Fiscal Year (FY) 2020/2021 and FY 2022/2023, total unrestricted revenues increased by 11.4% (more than \$4.5M), the ending balance for the unrestricted general fund increased by 100% (almost \$3.5M), and the reserve level (e.g., ending balance as proportion of total expenditures) increased by 8.3%. Over the same period, the cash balance (of unrestricted and restricted funds, combined) increased by 1755% (over \$41M). [Note: The cash balance for FY 2022/2023 includes a one-time grant of \$31M from the state to support student housing. If that \$31M amount is removed from the FY 2022/2023 cash balance, the increase between FY 2020/2021 and FY 2022/2023 is 432%.] The reserve for FY 2022/2023 reflected the 17% level recommended by the CCCCCO.

Metric (Section of Annual Fiscal Report)	FY 2020/2021	FY 2021/2022	FY 2022/2023	Change over Three-Year Period	
				\$	%
Total Unrestricted General Fund Revenues (4)	\$41,957,320	\$43,753,123	\$46,728,901	\$4,771,581	11.4%
Unrestricted General Fund					
Ending Balance (5)	\$3,478,108	\$4,411,021	\$6,966,043	\$3,487,935	100%
Total Expenditures (6)	\$42,206,482	\$42,750,679	\$42,154,572	-\$51,910	-0.1%
Ending Balance as Proportion of Total Expenditures (Derived)	8.2%	10.3%	16.5%	--	8.3%
Cash Balance (16) (Unrestricted & Restricted)	\$2,344,226	\$10,626,039	\$43,474,810	\$41,130,584	1755%
<i>Source: 2024 Annual Fiscal Report</i>					

NVC was able to achieve these improvements by applying a more deliberate approach to spending practices. NVC has reviewed existing practices to identify areas for clarification and improvement, and greater scrutiny of expenditures and resource-related decision-making has been incorporated into local practices. Examples of recent improvements include:

- Clarifying Guidelines: In May 2024, NVC began implementing regular (quarterly) trainings for budget managers and administrative support staff (CR4-07). Trainings in May, July, and October 2024 covered the year-end closing process; the Self-Service feature of Ellucian (NVC’s technology platform) –including requisition requests, budget adjustment, and finance queries; and the reimbursement process. The training offered in January 2025 outlined changes to the 2025-2026 budget development process. The trainings were identified as a strategy associated with Goal 4 of the 2024-2029 Educational Master Plan (EMP) regarding Infrastructure Improvements and Fiscal Sustainability (CR4-08, Page 39). NVC has also clarified processes associated with purchase card reconciliation and out-of-state travel (CR4-09; CR4-10).
- Codifying Practices: In fall 2024, NVC implemented a new process for submitting and prioritizing requests for full-time faculty positions (as a pilot) (CR4-11; CR4-12). The new process identified criteria for the assessment/ranking process and assigned responsibilities, which were outlined in the accompanying timeline. To instill consistency across all types of positions, NVC developed a similarly centralized process to cover positions within the classified professional and administrative/confidential ranks (CR4-13). The form includes questions to help project fiscal implications of filling the proposed position, including anticipated cost (both salary and benefits), the proposed funding source, regulatory/compliance requirements, and projected revenue (for positions with revenue-generating capacity). NVC also developed guidelines to help distinguish between different types of training and professional development, including mandatory and compliance training (CR4-14). These improvements in staffing- and training-related processes also help clarify expectations regarding the annual planning and resource allocation process (more on this topic below).
- Maximizing Use of Existing Resources: As part of the continuous improvement process, NVC has been critically evaluating practices across the institution. Examples of recent changes that were made based

on findings include: contracting with a new property management firm (Asset Living) for River Trail Village (the on-campus student housing option, which opened in fall 2024) to increase marketing efforts; considering alternative energy solutions to meet needs and reduce costs; and creating a new Grants Manager position to help capture efficiencies and optimize use of grant-related funding (CR4-15; CR4-16; CR4-17).

In December 2024, the Board of Trustees accepted the 2023-2024 Audit Report (CR4-18). The auditors' opinion (conveyed in the Audit Report) indicates that the financial statements of the District reflect a fair assessment of the "the respective financial position of the business-type activities, fiduciary activities, and the aggregate remaining fund information . . . and the respective changes in financial position and . . . cash flows . . . in accordance with accounting principles generally accepted in the United States" (CR4-05, Page 1). The 2023-2024 Audit Report yielded two findings regarding exceptions to state compliance – one associated with the 50 Percent Law and one associated with the number of Positive Attendance hours reported for one course reviewed by the auditors (Pages 79 and 80, respectively). As reflected in the Audit Report, NVC is consulting with Cambridge West regarding compliance with the 50 Percent Law, and the Positive Attendance issue was an isolated event with no fiscal impact on the District (as it is a community-funded district).

As part of the 2023-2024 audit, NVC requested an analysis of operations relative to the budget. The information presented to address the additional requests is presented within the "Unaudited Supplementary Information" portion of the report. The tables presented within that section indicate that:

- The fund balance increased by more than \$6M over FY 2023/2024 (beginning vs. ending balance) across all District funds (Page 83).
- Excess revenues over expenditures increased by approximately \$4.3M (final budget vs. actuals for General Fund Unrestricted, with the final budget reflecting the adjusted budget approved in April 2024) (Page 84). The decrease in expenditures was due, in part, to the recategorization of some eligible positions to grant-related budgets.
- The "Transfer Out" details reflect all planned transfers that were settled for FY 2023/2024 as well pre-funded allocations for FY 2024/2025 associated with high-ticket items, including the remodeling of the Student Activities Center (Building 3100) (Page 85).

As conveyed in the 2024 Follow-Up Report, NVC revised three key APs related to budgeting practices in 2023.

- AP 6200 Budget Preparation was revised in May 2023 (CR4-19).
- AP 6250 Budget Management was revised in January 2023 (CR4-20).
- AP 6300 Fiscal Management was revised in January 2023 (CR4-21).

The revised procedures reflect standard financial planning practices to help ensure and maintain financial stability.

Integration of Institutional Planning and Resource Allocation/Financial Planning

In May 2024, NVC finalized the 2024-2029 EMP (CR4-08). The EMP articulates five goals spanning:

- Enrollment Stabilization;
- Equitable Student Outcomes;
- Program Alignment with Regional Labor Market;
- Infrastructure Improvements and Fiscal Sustainability; and
- Culture and Climate.

With this guiding institutional document in place, NVC began updating local planning practices to reflect the goals enumerated in the EMP.

In June 2024, the Board of Trustees adopted five goals designed to promote:

- An equity framework;
- Operational effectiveness and efficiency;
- Financial stability and long-term fiscal health;

- The student housing community; and
- NVC and its strategic initiatives (CR4-22).

NVC has continued institutionalizing practices described in the 2024 Follow-Up Report, including explicitly linking resource allocation decisions (reflected in the final budget) to institutional planning priorities established for the respective annual planning and resource allocation cycle (CR4-23). The presentation for 2024-2025 included linkage to the recently established 2024-2026 Goals of the Board of Trustees (Pages 4-5).

In fall 2024, the Planning Committee (PC) established institutional planning priorities for 2025-2026 (i.e., the upcoming annual planning and resource allocation cycle). The five EMP goals were adopted as the annual priorities to help guide the development of strategic initiatives for the year (CR4-24). The priorities were accompanied by a list of desired features of strategic initiatives, which included references to specific guiding institutional documents, including the Mission, Vision, and Values Statements; Strategic Actions and Potential Strategies in the EMP; the Student Equity Plan; and the Board Goals. To align with the new planning priorities, the PC updated the Strategic Initiatives Submission Form as well as the Prioritization Rubric for the 2025-2026 process (CR4-25; CR4-26).

As context for the upcoming budget development and resource allocation cycle, the Budget Committee (BC) also incorporated the EMP goals into the Guidance Memorandum for 2025-2026 (CR4-27, Page 2). As an additional component to ensure integration between institutional planning and financial planning, the BC and PC Co-Chairs began attending each other's committee meetings periodically – to share information, particularly regarding changes associated with the 2025-2026 planning and resource allocation cycle (CR4-28; CR4-29).

Distribution of Resources through the Annual Planning Process

The changes implemented during the 2024-2025 planning and resource allocation process (and described in the 2024 Follow-Up Report) were intended to:

- Increase engagement in the decision-making process (by involving more District committees); and
- Increase transparency (through regular communications) (CR4-30).

In spring 2024, the annual planning and resource allocation process was refined to include the participation of three committees (beyond the BC and PC) – the Facilities Committee (FC), the District Technology Committee (DTC), and the Diversity, Equity and Inclusion Committee (DEIC) (CR4-31). The DEIC was tasked with reviewing strategic initiatives with an equity component, while the FC and DTC were tasked with reviewing resources needed to implement components of strategic initiatives associated with their respective areas (e.g., facilities and equipment; technology). All three committees were responsible for making recommendations regarding their areas of expertise. To facilitate the review process, some committees created and applied rubrics (CR4-32; CR4-33). The PC provided regular communications regarding the status of strategic initiatives to the campus community during spring 2024 (CR4-34; CR4-35; CR4-36).

Based on evaluations of the 2024-2025 process conducted by the BC and PC last year, NVC is engaged in the ongoing refinement of the annual process (CR4-29; CR4-37). In October 2024, the BC and PC Co-Chairs presented a forum which served as a bridge between the 2024-2025 cycle and the 2025-2026 cycle (CR4-38). The presentation outlined the areas for improvement in the strategic initiative submission process identified by the PC from the 2024-2025 cycle – including launching the strategic initiative process earlier, migrating away from the Excel format, and aligning institutional planning priorities with the EMP goals. The forum also included a detailed update on the status of resource requests submitted during the 2024-2025 cycle – associated with both operational continuance and strategic initiatives. The presentation concluded with identification of areas for improvement in the budget development portion of the process by the BC.

For the 2025-2026 planning and resource allocation cycle, NVC has:

- Launched the strategic initiative process earlier (CR4-39); and
- Developed separate timelines for strategic initiatives (to provide more time for review by District committees involved in the process) and operational continuance (to provide more time to assess unit-level needs, including facilities- and technology-related needs, and identify opportunities for operational optimization) (CR4-40).

In addition, the 2025-2026 planning and resource allocation process has been updated to ensure that the annual process reflects the more deliberate resource-related decision-making processes described above (within the section on Codifying Practices associated with staffing and training). The Resource Allocation Request Matrix conveys the changes implemented in the annual process – including the expectations for additional documentation associated with personnel requests; operational continuance, facilities, and technology requests (through the Operational Continuance Workbook); and Operational Optimization (CR4-41).

Communication of Financial Information and Decisions

In addition to the practices for sharing financial information described above (e.g., budget trainings, updates regarding annual planning and resource allocation, forum, clarification of practices), NVC has implemented more centralized communications regarding resource-related decisions.

- In May 2024, Superintendent/President Dr. Powell sent a message to the campus community regarding staffing/positions anticipated to be filled in 2024-2025 (CR4-42). The communication was distributed to all staff and included two documents (1) identifying new positions approved for recruitment as well as approved replacement positions budgeted for 2024-2025 and (2) addressing anticipated questions regarding the staffing decisions.
- In October 2024, the Vice President, Administrative Services sent a message to faculty, staff, and students communicating the availability of operating budgets for 2024-2025 in the Self-Service module and summarizing the results of the resource allocation process for requests submitted through the operational continuance and strategic initiatives processes (CR4-43). The communication included detailed tables tracking decisions regarding operational continuance requests from individual budget centers through Business Services (to identify potential funding sources) and subsequent incorporation into the tentative and final budgets.
- In December 2024, Dr. Powell sent a message to the campus community identifying the priority positions for faculty hiring that resulted from the pilot process completed in fall 2024 (referenced above) (CR4-44).

The three communications described here were broadly shared (through email) and represent new practices intended to increase transparency, create a common understanding of needs across the institution, and share outcomes of decision-making processes associated with resource allocation. NVC continues to provide regular updates to the campus community regarding the annual planning and resource allocation process (CR4-45).