



# **2019-2020 Progress Report**

## **Summary of Accomplishments and Performance Associated with Institutional Strategic Plan**

Compiled by the  
Office of Research, Planning, and Institutional Effectiveness

**November 2020**

## Table of Contents

Purpose of Report . . . . .	3
Structure of 2019-2020 Progress Report . . . . .	3
2018-2021 Institutional Strategic Plan . . . . .	5
 <b>Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success</b>	
Accomplishments Associated with Goal 1 Initiatives . . . . .	8
Measures of Performance Associated with Goal 1 Initiatives . . . . .	10
Deliverables Associated with Goal 1 Initiatives . . . . .	11
 <b>Goal 2: Engage NVC students and assist in their progress towards educational and job training goals</b>	
Accomplishments Associated with Goal 2 Initiatives . . . . .	11
Measures of Performance Associated with Goal 2 Initiatives . . . . .	15
Deliverables Associated with Goal 2 Initiatives . . . . .	15
 <b>Goal 3: Increase NVC student achievement and completion of educational and job training goals</b>	
Accomplishments Associated with Goal 3 Initiatives . . . . .	16
Measures of Performance Associated with Goal 3 Initiatives . . . . .	17
Deliverables Associated with Goal 3 Initiatives . . . . .	17
 <b>Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district</b>	
Accomplishments Associated with Goal 4 Initiatives . . . . .	18
Measures of Performance Associated with Goal 4 Initiatives . . . . .	18
Deliverables Associated with Goal 4 Initiatives . . . . .	18
 <b>Goal 5: Enhance collaboration between NVC and community and civic partners</b>	
Accomplishments Associated with Goal 5 Initiatives . . . . .	19
Measures of Performance Associated with Goal 5 Initiatives . . . . .	19

## Purpose of Report

Each year, Napa Valley College (NVC) compiles a report summarizing the progress made toward achieving the goals and objectives of the Institutional Strategic Plan. The resulting document serves as an Annual Progress Report. This document summarizes activities and progress made in 2019-2020 relative to the goals and objectives of the 2018-2021 Institutional Strategic Plan.

## Structure of 2019-2020 Progress Report

The 2018-2021 Institutional Strategic Plan (approved in 2017-2018) includes five broad goals:

- Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success;
- Engage NVC students and assist in their progress toward educational and job training goals;
- Increase NVC student achievement and completion of educational and job training goals;
- Ensure the fiscal stability of NVC as it transitions to a community supported district; and
- Enhance collaboration between NVC and community and civic partners.

This report is structured around the initiatives, measurable objectives, and deliverables associated with the five institutional goals. To provide context for the 2019-2020 Progress Report, the 2018-2021 Institutional Strategic Planning Goals – along with the initiatives, measures, and deliverables associated with each goal – are outlined on pages 5-7.

This Annual Progress Report focuses on new activities that were implemented to promote the five institutional goals in 2019-2020. To demonstrate the direct linkage between the defined initiatives and the accomplishments from 2019-2020, the information is presented in the form of a table – including descriptions of accomplishments associated with each individual initiative. Throughout this report, accomplishments are listed in tables containing purple headers, listing the relevant institutional goal at the top of the table and associated initiatives in the first column of each row of the table. Accomplishment from 2019-2020 are reported beginning on page 8 (for Institutional Goal 1).

The measures associated with each goal are presented in tables containing green headers (beginning on page 10 for Institutional Goal 1). For each measure, the 2017-2018 baseline performance and the 2019-2020 performance level are reported in the tables. A summary of the change in performance between the two years (e.g., +12%, -5%) is reported in the final column. A green – yellow – purple coding system is applied to the institution-level measures, to summarize the magnitude and direction of changes associated with each measure. Green indicates an improvement (over the 2017-2018 baseline) exceeding 1%, and purple indicates a decline (from the 2017-2018 baseline) exceeding 1%. The green and purple ratings incorporate two gradations to distinguish increases/decreases falling within 1%-5% of the 2017-2018

baseline from those exceeding 5%. Changes within 5% of the baseline are lightly shaded, and those exceeding 5% have darker shading. Yellow indicates a change within 1% ( $\pm 1\%$ ) of the 2017-2018 baseline. The tables also include some examples of new developments for NVC that are reflected in the measures – for example, new partnerships with local high schools, co-curricular offerings that were expanded in 2019-2020.

Deliverables from 2019-2020 are summarized in tables containing yellow headers (beginning on page 11 for Institutional Goal 1).

## 2018-2021 Institutional Strategic Plan

### Initiatives, Measures, and Deliverables Associated with 5 Institutional Strategic Plan Goals

Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success	
Initiatives	Measures & Deliverables
<ul style="list-style-type: none"> <li>○ Increase partnerships with local schools to improve preparation and facilitate transition of students from area high schools to NVC</li> <li>○ Coordinate with educational and community partners to expand services to support NVC students</li> <li>○ Create new opportunities for local students to engage with NVC</li> <li>○ Expand dual enrollment agreements to all K-12 districts in the NVC service area</li> <li>○ Develop three-year strategic plan for expansion of course offerings at the South Valley Campus at American Canyon High School</li> <li>○ Develop new mechanisms for communicating program-specific information to local high school students</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase number of partner schools (2017-2018 baseline: 6)</li> <li>○ Increase capture rate among local high school districts (2017-2018 baselines for NVUSD, St. Helena, and Calistoga: 36.2%, 16.8%, and 8.5%, respectively)</li> <li>○ Increase course-section offerings at partner schools (2017-2018 baseline: 29)</li> <li>○ Increase joint internal-external support services for students (2017-2018 baseline: 1)</li> <li>○ Increase opportunities for local students to engage with NVC (2017-2018 baseline: 14 )</li> <li>○ Increase dual enrollment agreements (2017-2018 baseline: 1)</li> </ul>
	<ul style="list-style-type: none"> <li>○ Three-year plan for expansion of course offerings</li> <li>○ Communications matrix</li> </ul>

Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals	
Initiatives	Measures & Deliverables
<ul style="list-style-type: none"> <li>○ Review and revise curricula to facilitate successful completion of transfer-level math and English</li> <li>○ Enhance academic support programs and student support services to meet student needs and increase student success</li> <li>○ Develop locally defined Guided Pathways implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase academic and student support offerings (including multiple delivery modes) aligned with new initiatives (2017-2018 baseline: 16)</li> <li>○ Increase proportion of first-time degree-/transfer-seeking students who complete transfer-level math and transfer-level English in first year (2017-2018 baseline: 15.4%)</li> <li>○ Increase number and expand variety of co-curricular events (2017-2018 baselines: 11 offerings across 5 different types of events )</li> </ul>

<ul style="list-style-type: none"> <li>○ Expand co-curricular event offerings</li> <li>○ Improve facilities and instructional equipment to enhance opportunities for student engagement inside and outside of the classroom</li> </ul>	<ul style="list-style-type: none"> <li>○ Implement changes to math and English sequences by fall 2019 to address AB 705 requirements</li> <li>○ Year 2 Guided Pathways Plan (Fall 2019 – Summer 2020)</li> <li>○ Year 3 Guided Pathways Plan (Fall 2020 – Summer 2021)</li> <li>○ List of facilities and equipment improvements implemented 2018-2021</li> </ul>
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<b>Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals</b>	
<b>Initiatives</b>	<b>Measures &amp; Deliverables</b>
<ul style="list-style-type: none"> <li>○ Develop new instructional programs to meet needs of students and local community and increase opportunities for completion</li> <li>○ Explore and implement strategies to facilitate student completion</li> <li>○ Expand resources to increase accessibility to employment and internships aligned with Guided Pathways and Strong Workforce</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase number of degree and certificate program offerings (2017-2018 baseline: 89)</li> <li>○ Vision for Success Goal 1: Completion <ul style="list-style-type: none"> <li>○ Increase the number of students attaining the Vision Goal Completion definition (2016-2017 baseline: 683)</li> <li>○ Increase the number of students earning an associate degree (2016-2017 baseline: 629)</li> <li>○ Increase the number of students earning CCCC-approved certificates (2016-2017 baseline: 334)</li> </ul> </li> <li>○ Vision for Success Goal 2: Transfer <ul style="list-style-type: none"> <li>○ Increase the number of students earning associate degrees for transfer (2016-2017 baseline: 187)</li> <li>○ Increase the number of students transferring to CSU and UC institutions (2016-2017 baseline: 139)</li> </ul> </li> <li>○ Vision for Success Goal 3: Unit Accumulation <ul style="list-style-type: none"> <li>○ Decrease the average number of units accumulated among students earning associate degrees (2016-2017 baseline: 93)</li> </ul> </li> <li>○ Vision for Success Goal 4: Workforce <ul style="list-style-type: none"> <li>○ Increase the proportion of exiting CTE students who report being employed in a job closely related to their field of study (2014-2015 baseline: 70%)</li> </ul> </li> <li>○ Increase number of resources to support internship opportunities for students and employment among graduates (2017-2018 baseline: 8)</li> </ul> <hr/> <ul style="list-style-type: none"> <li>○ Plans promoting completion agenda (Guided Pathways, AB 705)</li> <li>○ Plans for expanding internships aligned with Guided Pathways and Strong Workforce</li> </ul>

<b>Institutional Strategic Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district</b>	
<b>Initiatives</b>	<b>Measures &amp; Deliverables</b>
<ul style="list-style-type: none"> <li>○ Develop and implement a Three-Year Enrollment &amp; Scheduling Management Plan</li> <li>○ Develop and implement an ongoing marketing plan to increase awareness of NVC offerings and attract more students to specific instructional programs</li> </ul>	<ul style="list-style-type: none"> <li>○ Decrease time to completion (2017-2018 baseline: 5.5 years)</li> <li>○ Increase institution-level fill rates (2017-2018 baseline: 78.7%)</li> </ul>
	<ul style="list-style-type: none"> <li>○ Enrollment &amp; Scheduling Management Plan</li> <li>○ Marketing Plan</li> </ul>

<b>Institutional Strategic Goal 5: Enhance collaboration between NVC and community and civic partners</b>	
<b>Initiatives</b>	<b>Measures &amp; Deliverables</b>
<ul style="list-style-type: none"> <li>○ Pursue, develop, and expand mutually supportive partnerships between NVC instructional programs and community organizations</li> <li>○ Expand offerings and opportunities for cultural engagement among the local community</li> </ul>	<ul style="list-style-type: none"> <li>○ Increase number of partnerships with community organizations (2017-2018 baseline: 23)</li> <li>○ Increase number of cultural event offerings open to the local community (2017-2018 baseline: 6)</li> </ul>
	<ul style="list-style-type: none"> <li>○ [N/A]</li> </ul>

**Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success**

<b>Initiatives</b>	<b>Accomplishments 2019-2020</b>
<p>Increase partnerships with local schools to improve preparation and facilitate transition of students from area high schools to NVC</p>	<ul style="list-style-type: none"> <li>○ Created a single point of contact for each high school partner to identify common needs and mutual goals for students</li> <li>○ Met with high school teams of faculty and administration (including Napa High School, St. Helena High School, American Canyon High School) to discuss dual enrollment, College and Career Access Pathways (CCAP), eligibility of high school faculty to teach college courses, and delineate the differences and benefits of dual enrollment, CCAP and articulation</li> <li>○ Developed High School Articulation webpage for students and high school staff</li> <li>○ Developed process for clear pathways from high school through NVC to advanced degrees or careers</li> <li>○ Created brochures on dual enrollment for high school staff</li> <li>○ Collaborated with local districts via information sessions and retreats to facilitate implementation of AB 705; identified issues with co-requisite design; collaborated on classroom best practices; identified data and assessment categories</li> <li>○ Developed new partnership with Napa Valley Unified School District to market NVC’s programs to broader communities (i.e., high school families) through Parent Square</li> <li>○ Expanded COUN 92 (Orientation to College) course to Independent Studies program</li> <li>○ Made presentations at non-traditional charter and Independent Study High Schools and arranged tours for their students</li> </ul>
<p>Coordinate with educational and community partners to expand services to support NVC students</p>	<ul style="list-style-type: none"> <li>○ Held orientation sessions with current and future students at Napa Valley Adult Education and at NVC (200 student participants)</li> </ul>
<p>Create new opportunities for local students to engage with NVC</p>	<ul style="list-style-type: none"> <li>○ Offered an exploratory course on “Instilling Entrepreneurship” at Pueblo Middle School, as an</li> </ul>



	<p>exercise in providing resources to middle school students</p> <ul style="list-style-type: none"> <li>○ Created 9 sections of NVC courses to be offered as two-week Summer Boot Camps</li> <li>○ Offered new COUN 97 (Managing the College Experience) course during summer session for incoming Disabled Programs and Services students</li> <li>○ Arranged tours of NVC Health Occupations programs for Napa Valley Adult Education and community agency Voices on the Move</li> <li>○ Aligned Napa Valley Adult Education’s Certified Nursing Assistant program with NVC’s “Introduction to Health Careers,” including three Health Occupations courses (HEOC 100, 101, and 172, covering Anatomy and Physiology, Pharmacology, and Nutrition)</li> <li>○ Established non-credit course offerings through Napa Valley Adult Education, consolidating curriculum via AB 106</li> <li>○ Began planning to engage community partners and utilize Napa Valley Adult Education to align with NVC Child &amp; Family Studies Programs</li> </ul>
<p>Expand dual enrollment agreements to all K-12 districts in the NVC service area</p>	<ul style="list-style-type: none"> <li>○ Agreements expanded to cover Napa Valley Unified School District (NVUSD), St. Helena Unified School District (SHUSD), and Calistoga Joint Unified School District (CJUSD)</li> </ul>
<p>Develop three-year strategic plan for expansion of course offerings at the South Valley Campus at American Canyon High School</p>	<p>--</p>
<p>Develop new mechanisms for communicating program-specific information to local high school students</p>	<ul style="list-style-type: none"> <li>○ Increased Financial Aid instruction video offerings, in both English and Spanish</li> <li>○ Created program-specific Pathways Maps for Career Education programs</li> <li>○ Developed videos on each Career Education program to explain programs and careers</li> <li>○ Developed and conducted a High School Roadshow, highlighting NVC programs</li> <li>○ Developed schedule of campus tours to introduce high school students to NVC pathway programs</li> </ul>

<b>Measures Associated with Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success</b>			
<b>Measure</b>	<b>2017-2018 Baseline (or Other Baseline Year)</b>	<b>2019-2020 Performance (or Most Recent Year with Data)</b>	<b>Change</b>
Partner Schools	6	14	
<i>Examples of recent partnerships with Napa County high schools include: Valley Oak High School, Chamberlain High School, Justin-Siena High School, Napa Valley Independent Studies, and Napa Valley Adult Education.</i>			
Capture Rate: NVUSD*	36.2%	41.5%	<b>+5.3%</b>
Capture Rate: St. Helena**	16.8%	16.5%	<b>-0.3%</b>
Capture Rate: Calistoga**	8.5%	21.7%	<b>13.2%</b>
*Capture rate for NVUSD calculated by comparing list of recent graduates against NVC enrollment records. **Capture rates for St. Helena and Calistoga are derived from the number of graduates from each school ("Regular High School Diploma Graduates" reported by the California Department of Education's DataQuest) and the number of students age 18 affiliated with St. Helena and Calistoga who enrolled at NVC the following year (based on NVC enrollment records).			
Course-Section Offerings at Partner Schools	29	32	<b>+10%</b>
Joint Internal-External Support Services for Students	1	8	<b>+700%</b>
<i>In 2019-2020, new internal-external support services include collaboration with: Napa County Health and Human Services, Career Point Napa County, Solano Workforce Development Board, Napa County Foundation, and On the Move.</i>			
Opportunities for Local Students to Engage with NVC	14	22	<b>+57%</b>
<i>In 2019-2020, new opportunities for engagement with students at local high school include: presentations at Calistoga Palisades High School, Crystal Middle School (in Suisun), a hiring event at American Canyon High School, and a high school and college English as a Second Language event.</i>			
Dual Enrollment Agreements	1	3	<b>+200%</b>
<i>College and Career Access Pathways (CCAP) dual enrollment was expanded to cover Napa Valley Unified School District (NVUSD), St. Helena Unified School District (SHUSD), and Calistoga Joint Unified School District (CJUSD). In 2019-2020, additional CCAP agreements covering courses in Math, English, Health Occupations, and Theater were put in place.</i>			

<b>Deliverables Associated with Institutional Strategic Goal 1: Work with local educational partners to promote opportunities at NVC and equip incoming students with the skills and resources needed for college success</b>	
<b>Deliverable</b>	<b>Accomplishments 2019-2020</b>
Three-year plan for expansion of course offerings	--
Communications matrix	--

<b>Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals</b>	
<b>Initiatives</b>	<b>Accomplishments 2019-2020</b>
Review and revise curricula to facilitate successful completion of transfer-level math and English	<ul style="list-style-type: none"> <li>○ Revised ESL curriculum to prepare for AB 705 implementation for fall 2020</li> <li>○ Established English As a Second Language (ESL) guided pathways for non-credit and credit students</li> <li>○ Established full-time faculty presence in the Writing Success Center to offer small group workshops for students focused on specific topics</li> <li>○ Incorporated Counselor Success Skills Presentations into co-requisite Math class (as a pilot, as part of AB 705 support)</li> <li>○ Increased the number of specialized tutors for Disabled Students Programs and Services students in Math and English</li> <li>○ Created/Revised English literature courses, including courses focusing on Mexican-American and Latinx literature and African-American literature</li> </ul>
Enhance academic support programs and student support services to meet student needs and increase student success	<ul style="list-style-type: none"> <li>○ Expanded academic and support offerings available through remote delivery across the institution, as a result of the coronavirus pandemic that began in spring 2020; examples include transitioning the majority of classes to the online modality and offering services and events in the virtual environment or through drive through pick-up (e.g.,</li> </ul>

	<p>telehealth clinical appointments, Virtual Transfer Celebration)</p> <ul style="list-style-type: none"> <li>○ Expanded supports for students, including expanded hours for Counseling (for evening students), identification of health and wellness resources on NVC website, book vouchers and bus passes for foster youth and veterans</li> <li>○ Implemented Ocelot Chatbot (AI communications program) to provide information related to specific student questions</li> <li>○ Trained Student Ambassadors in peer support skills and Student Government officers and Psychiatric Technician students in suicide prevention</li> <li>○ Engaged services of the Community College Equity Assessment Lab (CCEAL) to conduct student focus groups, develop strategies to increase student opportunities and success, and identify training needs</li> <li>○ Increased communication and lock-step wrap-around services for students through onboarding, Full Measure texting/messaging, and increased phone calls; services include personalized reminders for requesting accommodations, priority registration, Educational Plan development, and borrowing technology/equipment</li> <li>○ Conducted a student survey among all students enrolled in spring 2020, to identify needs associated with shift to remote learning environment as a result of pandemic; followed up with phone calls to address students' needs</li> <li>○ Increased number of Information Literacy Workshops to 84</li> <li>○ Established synergy between faculty, instructional assistants, and Writing Success Center staff, to develop</li> </ul>
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	<p>interconnectedness between classroom instruction and Writing Success Center supports</p> <ul style="list-style-type: none"> <li>○ Expanded Cal Fresh outreach (for Cal Fresh Events) and Basic Needs Food Program with additional community support</li> <li>○ Developed two online LGBT awareness courses for law enforcement to meet new legislative requirements</li> <li>○ Applied for grants, including two five-year Federal TRIO Grants to support low-income and/or first-generation students</li> <li>○ Applied for Title V Hispanic-Serving Institutions Grant to offer and expand first-year experiences for students</li> <li>○ Established a tenure-track counselor position to address MESA/STEM Center counseling needs</li> <li>○ Created and distributed a “Red Folder,” as a resource for faculty and staff, outlining a protocol for recognizing and addressing needs among distressed students (“See Something, Say Something, Do Something”)</li> </ul>
<p>Develop locally defined Guided Pathways implementation plan</p>	<ul style="list-style-type: none"> <li>○ Created a self-assessment for AB705 English students</li> <li>○ Launched Conex Ed Cranium Café (for online counseling), spring 2020</li> <li>○ Formed the Starfish Technical Team and Starfish Function Team for implementation of Early Alert, spring 2020, for academic intervention and achievement</li> </ul>
<p>Expand co-curricular event offerings</p>	<ul style="list-style-type: none"> <li>○ [See data on co-curricular events associated with Goal 2, below]</li> </ul>
<p>Improve facilities and instructional equipment to enhance opportunities for student engagement inside and outside of the classroom</p>	<ul style="list-style-type: none"> <li>○ Refreshed computers in the Library for student support outside of the classroom</li> <li>○ Refurbished gymnasium floor, including new intercollegiate competition lines and markings, new Athletic Department logo and branding</li> </ul>

	<ul style="list-style-type: none"> <li>○ Installed InFocus J Touch in Room 603 for Kinesiology, Health, Dance and Intercollegiate Athletic classes</li> <li>○ Procured grant funding to move the Wine Country Regional Simulation Center from the Yountville Veteran’s Home to campus (800 building) and upgrade high-fidelity equipment to improve access for healthcare student training</li> <li>○ Supported and upgraded instructional equipment for the Simulation Center and Emergency Medical Services</li> <li>○ Collaborated with Napa Valley Adult Education to support Certified Nursing Assistant cohorts as well as NVC’s Health Occupations programs</li> <li>○ Secured new equipment and upgraded technology for Career Education Programs, including: <ul style="list-style-type: none"> <li>○ new press, pump, and technology for Viticulture and Winery Technology;</li> <li>○ fabrication machine and technology for Welding Technology and Machine Tool Technology;</li> <li>○ laptops for Health Occupations using Perkins and Strong Workforce funds</li> </ul> </li> <li>○ Purchased laptops to create two computer classrooms for English and Math</li> <li>○ Created a relaxation room to allow space for students to de-stress</li> <li>○ Created an office with small computer lab for Puente students</li> <li>○ Implemented DocuSign to enable online form completion, signature, and submission of documents for students and staff (student forms include those for Financial Aid, Admissions &amp; Records, Counseling, Business &amp; Finance, Disabled Students Programs &amp; Services, Academic Affairs, and Student Affairs)</li> </ul>
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<b>Measures Associated with Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals</b>			
<b>Measure</b>	<b>2017-2018 Baseline (or Other Baseline Year)</b>	<b>2019-2020 Performance (or Most Recent Year with Data)</b>	<b>Change</b>
Academic and Student Support Offerings Aligned with New Initiatives	16	25	<b>+56%</b>
<i>Examples of new offerings in 2019-2020 include: transitioning to the virtual environment for all support programs and services and implementation of technology to support those offerings (e.g., Conex Ed Cranium Café, Canvas Studio, Net Tutor, and Proctorio).</i>			
Proportion of First-Time Degree-/Transfer-Seeking Students Who Complete Transfer-Level Math and Transfer-Level English in First Year	15.0% <sup>A</sup> (2016-2017)	16.0% (2018-2019)	<b>+1.0%</b>
Co-Curricular Events: Offerings Types	11 5	14 5	<b>+27%</b> --
<i>In 2019-2020, several co-curricular offerings were transitioned into the virtual environment (e.g., Art Showcases, STEM Fair, and Summer Bridge).</i>			

<b>Deliverables Associated with Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals</b>	
<b>Deliverable</b>	<b>Accomplishments 2019-2020</b>
Implement changes to math and English sequences by fall 2019 to address AB 705 requirements	<ul style="list-style-type: none"> <li>○ Implemented AB 705 curriculum changes (fall 2019), including new support co-requisite offerings and revised recommended preparation courses</li> <li>○ Established communities of practice to collaborate on best practices for students</li> </ul>
Year 2 Guided Pathways Plan (Fall 2019 – Summer 2020)	<ul style="list-style-type: none"> <li>○ [Submitted 2019-2020 Scale of Adoption Self-Assessment (SOAA) for Guided Pathways in 2018-2019]</li> </ul>
Year 3 Guided Pathways Plan (Fall 2020 – Summer 2021)	<ul style="list-style-type: none"> <li>○ Submitted Scale of Adoption Self-Assessment (SOAA) for Guided Pathways, March 2020, identifying priority activities for 2020-2021</li> </ul>
List of facilities and equipment improvements implemented 2018-2021	<ul style="list-style-type: none"> <li>○ [See Facilities and Instructional Improvements listed above for Goal 2]</li> </ul>

<b>Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals</b>	
<b>Initiatives</b>	<b>Accomplishments 2019-2020</b>
Develop new instructional programs to meet needs of students and local community and increase opportunities for completion	<ul style="list-style-type: none"> <li>○ Implemented Associate’s Degree Program in LGBT Education, the third of its kind in California</li> <li>○ Developed two 9-unit certificates supporting the workforce in LGBT Education, the first of their kind in California</li> </ul>
Explore and implement strategies to facilitate student completion	<ul style="list-style-type: none"> <li>○ Approved University Transition Degree, spring 2020, allowing students to receive degrees in majors not offered by NVC</li> <li>○ Purchased Forbes Hospitality Training License and approved two courses through curriculum process</li> <li>○ Launched “Transfer Tuesday,” an in-reach program providing information on transfer at different locations on campus throughout the academic year</li> <li>○ Implemented “Transfer Express,” offering NVC students the opportunity to take guided tours of local four-year campuses</li> <li>○ Piloted Student Planning</li> </ul>
Expand resources to increase accessibility to employment and internships aligned with Guided Pathways and Strong Workforce	<ul style="list-style-type: none"> <li>○ Established new partnerships with Vallejo Chamber, American Canyon Chamber, Napa County Hispanic Chamber of Commerce/internship Fair</li> <li>○ Increased the number of internships available to Science, Technology, Engineering, and Math (STEM) students</li> <li>○ Expanded internship and resource opportunities for Human Services and Addiction Studies students</li> </ul>



<b>Measures Associated with Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals</b>			
<b>Measure</b>	<b>2017-2018 Baseline (or Other Baseline Year)</b>	<b>2019-2020 Performance (or Most Recent Year with Data)</b>	<b>Change</b>
Degree and Certificate Program Offerings	85	104	<b>+22%</b>
Students Attaining the Vision Goal Completion Definition	659 <sup>A</sup> (2016-2017)	666 (2018-2019)	<b>+1.1%</b>
Students Earning an Associate Degree	607 <sup>A</sup> (2016-2017)	644 (2018-2019)	<b>+6.1%</b>
Students Earning CCCCO-Approved Certificates	316 <sup>A</sup> (2016-2017)	412 (2018-2019)	<b>+30%</b>
Students Earning Associate Degrees for Transfer	183 <sup>A</sup> (2016-2017)	246 (2018-2019)	<b>+34%</b>
Students Transferring to CSU and UC Institutions	387 <sup>A</sup> (2015-2016)	407 (2017-2018)	<b>+5.2%</b>
Units Accumulated among Students Earning Associate Degrees (Average)	98 <sup>A</sup> (2016-2017)	99 (2018-2019)	<b>+1.0%</b>
Proportion of Exiting CTE Students Who Report Being Employed in a Job Closely Related to their Field of Study	67% <sup>A</sup> (2014-2015)	75% (2016-2017)	<b>+8.0%</b>
Resources to Support Internship Opportunities for Students and Employment among Graduates	8	16	<b>+100%</b>
<i>In 2019-2020, resources were expanded to include a bridge to NVC's Hospitality program (including preparation for employment), expansion of internship sites for Human Services and Addition Studies Programs, virtual hiring events/seminars ("Moving Your Career Search Online"), and Get Work Wednesdays (themed hiring events focused on different job fields).</i>			
<b><sup>A</sup>Denotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics in 2019-2020.</b>			

<b>Deliverables Associated with Institutional Goal 3: Increase NVC student achievement and completion of educational and job training goals</b>	
<b>Deliverable</b>	<b>Accomplishments 2019-2020</b>
Plans promoting completion agenda (Guided Pathways, AB 705)	○ Created Social Justice Studies transfer degree
Plans for expanding internships aligned with Guided Pathways and Strong Workforce	--

<b>Institutional Strategic Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district</b>	
<b>Initiatives</b>	<b>Accomplishments 2019-2020</b>
Develop and implement a Three-Year Enrollment & Scheduling Management Plan	--
Develop and implement an ongoing marketing plan to increase awareness of NVC offerings and attract more students to specific instructional programs	<ul style="list-style-type: none"> <li>○ Developed series of flyers to communicate offerings, including hiring and career events, resume workshops, and transfer-related activities</li> </ul>
Other Accomplishments Associated with Transition	<ul style="list-style-type: none"> <li>○ Increased allocations to support funding priorities across the institution via 2019-2020 Final Budget, including:               <ul style="list-style-type: none"> <li>○ \$1M allocated to Academic Affairs</li> <li>○ \$500K allocated to Student Affairs</li> <li>○ \$1M allocated to Administrative Services (\$900K designated to scheduled maintenance)</li> <li>○ \$213K allocated to President's Area</li> </ul> </li> <li>○ Continued refinement of practices for annual planning and budget process (e.g., launching process in the fall, providing more time for planning and resource allocation activities)</li> <li>○ Extended Planning and Budget Committee (merged committed) structure beyond the two-year pilot</li> </ul>

<b>Measures Associated with Institutional Strategic Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district</b>			
<b>Measure</b>	<b>2017-2018 Baseline (or Other Baseline Year)</b>	<b>2019-2020 Performance (or Most Recent Year with Data)</b>	<b>Change</b>
Time to Completion (in Years)	5.7	4.7	-18%
Institution-Level Fill Rate	78.7%	80.2%	+1.5%

<b>Deliverables Associated with Institutional Goal 4: Ensure the fiscal stability of NVC as it transitions to a community supported district</b>	
<b>Deliverable</b>	<b>Accomplishments 2019-2020</b>
Enrollment & Scheduling Management Plan	--
Marketing Plan	--

<b>Institutional Strategic Goal 5: Enhance collaboration between NVC and community and civic partners</b>	
<b>Initiatives</b>	<b>Accomplishments 2019-2020</b>
Pursue, develop, and expand mutually supportive partnerships between NVC instructional programs and community organizations	<ul style="list-style-type: none"> <li>○ Established a partnership with Vital Immigrant Defense Advocacy and Services (VIDAS) via the California Community College Foundation to provide immigration legal services to students, staff, and faculty</li> <li>○ Established a partnership with NVUSD Indian Education to promote STEM and put on an Indigenous cultural event at NVC</li> </ul>
Expand offerings and opportunities for cultural engagement among the local community	<ul style="list-style-type: none"> <li>○ Offered new exhibits and Library Guides promoting cultural events among the community for Black History Month, Latino Heritage Month, LGBTQ Pride Month, Asian-American Heritage Month, etc.</li> </ul>

<b>Measures Associated with Institutional Strategic Goal 5: Enhance collaboration between NVC and community and civic partners</b>			
<b>Measure</b>	<b>2017-2018 Baseline (or Other Baseline Year)</b>	<b>2019-2020 Performance (or Most Recent Year with Data)</b>	<b>Change</b>
Partnerships with Community Organizations	23	42	<b>+83%</b>
<i>In 2019-2020, new partnerships were developed with Vital Immigrant Defense Advocacy and Services (VIDAS), NVUSD Indian Education, Community Health Initiative (CHI), Napa County Community Organizations Active in Disasters (COAD), and Family Planning, Access, Care, and Treatment (PACT).</i>			
Cultural Event Offerings Open to the Local Community	6	8	<b>+33%</b>
<i>Examples include: events for community members with disabilities, Viva Mariachi Festival, and all music and theater productions, including Master's series.</i>			