



2021-2022 Progress Report

Summary of Accomplishments and Performance Associated with Institutional Strategic Plan

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

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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 2021-2022 relative to the goals and objectives of the 2018-2023 Institutional Strategic Plan.

Structure of 2021-2022 Progress Report

The 2018-2021 Institutional Strategic Plan (approved in 2017-2018) included 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.

In fall 2020, the Board of Trustees approved the addition of a goal focusing on equity and extended the plan through 2023. The new equity goal reads:

- Achieve equity in student outcomes and promote equity-mindedness as a means to evaluate all District practices.

This report is structured around the initiatives, measurable objectives, and deliverables associated with the six institutional goals. To provide context for the 2021-2022 Progress Report, the 2018-2023 Institutional Strategic Planning Goals – along with the initiatives, measures, and deliverables associated with each goal – are outlined on pages 5-8.

This Annual Progress Report focuses on new activities that were implemented to promote the six institutional goals in 2021-2022. To demonstrate the direct linkage between the defined initiatives and the accomplishments from 2021-2022, 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. Accomplishments from 2021-2022 are reported beginning on page 9 (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 2021-2022 performance level are reported in the tables. If 2021-2022 are

not available, then the most recent performance data is reported (and the reporting year is noted within the table). Baselines established in years other than 2017-2018 are noted in the table. 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 baseline) exceeding 1%, and purple indicates a decline (from the baseline) exceeding 1%. The green and purple ratings incorporate two gradations to distinguish increases/decreases falling within 1%-5% of the 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 baseline. The tables also include some examples of new developments for NVC that are reflected in the measures – for example, a new partnership the Napa Valley Education Foundation, a pilot learning community at Valley Oak High School associated with the new Ethnic Studies Program, and the expansion of support associated with dual enrollment are described within the measures table for Goal 1 (on page 11).

Deliverables from 2021-2022 are summarized in tables containing yellow headers (beginning on page 11 for Institutional Goal 1).

2018-2023 Institutional Strategic Plan

Initiatives, Measures, and Deliverables Associated with 6 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"> ○ Increase partnerships with local schools to improve preparation and facilitate transition of students from area high schools to NVC ○ Coordinate with educational and community partners to expand services to support NVC students ○ Create new opportunities for local students to engage with NVC ○ Expand dual enrollment agreements to all K-12 districts in the NVC service area ○ Develop three-year strategic plan for expansion of course offerings at the NVC American Canyon Campus ○ Develop new mechanisms for communicating program-specific information to local high school students 	<ul style="list-style-type: none"> ○ Increase number of partner schools (2017-2018 baseline: 6) ○ 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) ○ Increase course-section offerings at partner schools (2017-2018 baseline: 29) ○ Increase joint internal-external support services for students (2017-2018 baseline: 1) ○ Increase opportunities for local students to engage with NVC (2017-2018 baseline: 14) ○ Increase dual enrollment agreements (2017-2018 baseline: 1)
	<ul style="list-style-type: none"> ○ Three-year plan for expansion of course offerings ○ Communications matrix

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"> ○ Review and revise curricula to facilitate successful completion of transfer-level math and English ○ Enhance academic support programs and student support services to meet student needs and increase student success ○ Develop locally defined Guided Pathways implementation plan 	<ul style="list-style-type: none"> ○ Increase academic and student support offerings (including multiple delivery modes) aligned with new initiatives (2017-2018 baseline: 16) ○ 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%) ○ Increase number and expand variety of co-curricular events (2017-2018 baselines: 11 offerings across 5 different types of events)

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

Institutional Strategic Goal 4: Achieve equity in student outcomes and promote equity-mindedness as a means to evaluate all District practices

Initiatives	Measures & Deliverables
<ul style="list-style-type: none"> ○ Develop local definitions of “equity” and “equity-mindedness” ○ Implement behavioral commitments developed through Caring Campus ○ Offer professional development around equity for all NVC faculty and staff ○ Offer professional development for faculty on cultural competencies ○ Train students on Student Planning platform to monitor progress ○ Develop regular, motivational communications to students to encourage goal attainment ○ Implement strategies identified through Degrees When Due ○ Implement early alert to increase retention and successful course completion ○ Offer professional development for faculty on engagement strategies ○ Implement supplemental instruction in gateway courses with low retention/successful course completion rates ○ Develop process for evaluating practices through lens of equity and equity-mindedness ○ Expand course offerings to meet new CSU Ethnic Studies (Area F) requirement 	<p>Achieve institutional goals identified in Student Equity Plan:</p> <ul style="list-style-type: none"> ○ Increase the number of applicants that enroll at NVC by 8.7% (baseline: 6900) ○ Increase the number of students retained fall to spring by 3.1% (baseline: 4366) ○ Increase the number of students that complete both transfer-level math and English in their first year by 30.3% (baseline: 132) ○ Increase the number of students that attain the Vision Goal Completion definition by 27.5% (baseline: 643) ○ Increase the number of students that transfer to a four-year institution by 23.9% (baseline: 581) <p>Reduce the number of disproportionate impacts (DI) among subpopulations identified in Student Equity Plan (baseline: 36 cases of DI among subpopulations defined by gender in combination with another characteristic)</p> <p>Reduce gap in retention rate among African American/Black students (three-year baseline: 4.3%)</p> <p>Reduce gaps in successful course completion rates among African American/Black, Latinx, and First- Generation students (three-year baselines: 11.6%, 4.5%, and 2.6%, respectively)</p> <p>Address disproportionate impacts associated with Vision for Success:</p> <ul style="list-style-type: none"> ○ Increase the number of students attaining the Vision Goal Completion definition among LGBT students by 27% (2016-2017 baseline: 11) ○ Increase the number of African American/Black students earning CCCCO-approved certificates by 20% (updated 2016-2017 baseline: 14) ○ Increase the number of White students earning associate degrees for transfer by 41% (updated 2016-2017 baseline: 47) ○ Increase the number of African American/Black students transferring to CSU and UC institutions by 41% (2016-2017 baseline: 17)

<ul style="list-style-type: none"> ○ Expand use of Open Educational Resources ○ Implement Two-Year Promise Pathways focused on Latinx population 	<ul style="list-style-type: none"> ○ Increase the number of disabled students transferring to CSU and UC institutions by 41% (updated 2016-2017 baseline: 40)
	<ul style="list-style-type: none"> ○ Instrument for evaluating practices to promote equity-mindedness ○ Communications plan for contacting students at key junctures in their time at NVC ○ Proposal for development of a Filipino Learning Community ○ Action Plan including strategies to implement to address barriers and gaps identified through CCEAL surveys and focus groups

Institutional Strategic Goal 5: Ensure the fiscal stability of NVC as it transitions to a community supported district	
Initiatives	Measures & Deliverables
<ul style="list-style-type: none"> ○ 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"> ○ Decrease time to completion (2017-2018 baseline: 5.5 years) ○ Increase institution-level fill rates (2017-2018 baseline: 78.7%)
	<ul style="list-style-type: none"> ○ Enrollment & Scheduling Management Plan ○ Marketing Plan

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

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	Accomplishments 2021-2022
Increase partnerships with local schools to improve preparation and facilitate transition of students from area high schools to NVC	<ul style="list-style-type: none"> ○ Held a dual enrollment panel in fall 2021, and made presentation to American Canyon Middle School spring 2022 ○ Met regularly with Napa Valley Unified School District (NVUSD) to discuss expansion of partnerships ○ Hired Manager of Dual Enrollment and Educational Partnerships to serve as point of contact for K-12 and other partners
Coordinate with educational and community partners to expand services to support NVC students	<ul style="list-style-type: none"> ○ Created schedule of Dual Enrollment Information Sessions for local high schools ○ Developed site-specific High School Special Permit to Attend Forms for more efficient student onboarding ○ Developed new articulation agreements with local high schools (through Napa County Office of Education and individual high schools in Napa and Solano Counties) ○ Participated in community events, including American Canyon Friday Nights at the Plaza, American Canyon Job Fair, and Yountville Job Fair ○ Career Center Consultant presented a workshop on How to Navigate a Job Fair at Camille Creek School; students were invited to the NVC Job Fair ○ Participated in educational events, including Valley Oak Career Fair and Jesse Bethel High School College and Career Night
Create new opportunities for local students to engage with NVC	<ul style="list-style-type: none"> ○ Increased dual enrollment offerings from 5 sections (2020-2021) to 19 sections (2021-2022) ○ Established partnerships with Napa Valley Education Foundation (Summer Mentorship and Fields of Opportunity Programs) ○ Developed a pilot Ethnic Studies/Counseling dual enrollment program with Valley Oak High School ○ Arranged tour of campus and NVC academic programs with Napa Valley Adult Education
Expand dual enrollment agreements to all K-12 districts in the NVC service area	<ul style="list-style-type: none"> ○ Approved two-year College and Career Access Pathways (CCAP) Agreements with NVUSD, St. Helena Unified School District, and Calistoga Joint

	<p>Unified School District; agreements include options for adding/modifying course offerings in the future</p> <ul style="list-style-type: none"> ○ Streamlined enrollment procedures for CCAP students ○ Established Dual Enrollment Office Hours at local high schools, including Napa, Vintage, New Technology, American Canyon, Valley Oak, and St. Helena ○ Added CCAP offerings in English, History, and Hospitality, Culinary and Tourism Management
Develop three-year strategic plan for expansion of course offerings at the South Valley Campus at American Canyon High School	<ul style="list-style-type: none"> ○ Conducted student interest and community interest surveys in American Canyon ○ Updated classroom technology to facilitate course delivery and support enrollment ○ Expanded CCAP section offerings in areas of Health Occupations; Hospitality, Culinary and Tourism Management; and Business ○ Offered non-CCAP sections of MATH 106
Develop new mechanisms for communicating program-specific information to local high school students	<ul style="list-style-type: none"> ○ Published a bilingual Dual Enrollment Handbook for students and parents

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			
Measure	2017-2018 Baseline (or Other Baseline Year)	2021-2022 Performance (or Most Recent Year with Data)	Change
Partner Schools	6	14	+133%
Capture Rate: NVUSD*	36.2%	38.8%	+2.6%
Capture Rate: St. Helena**	16.8%	24.1%	+7.3%
Capture Rate: Calistoga**	8.5%	19.6%	+11.1%
<p>*Capture rate for NVUSD calculated by comparing list of recent graduates against NVC enrollment records.</p> <p>**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).</p>			

Course-Section Offerings at Partner Schools	29	45	+55.2%
Joint Internal-External Support Services for Students	1	12	+1100%
<i>In 2021-2022, a new internal-external support service included Napa Valley Education Foundation.</i>			
Opportunities for Local Students to Engage with NVC	14	26	+85.7%
<i>In 2021-2022, NVC expanded opportunities for local students to engage with the college via: career fairs/nights at local high schools, a pilot dual enrollment learning community (including Ethnic Studies and Counseling courses) at Valley Oak High School, and holding dual enrollment office hours at American Canyon High School.</i>			
Dual Enrollment Agreements	1	6	+500%
<i>In 2021-2022, NVC expanded its dual enrollment agreements to include separate agreements with American Canyon, Napa, and Vintage High Schools, and the Napa County Office of Education.</i>			

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	
Deliverable	Accomplishments 2021-2022
Three-year plan for expansion of course offerings	--
Communications matrix	--

Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals	
Initiatives	Accomplishments 2021-2022
Review and revise curricula to facilitate successful completion of transfer-level math and English	<ul style="list-style-type: none"> ○ Reviewed all math and English courses; course revisions submitted for adoption and implementation
Enhance academic support programs and student support services to meet student needs and increase student success	<ul style="list-style-type: none"> ○ Implemented Kasaysayan Learning Community for Filipinx students ○ Implemented Mentor Collective Peer Coaching model to support first-year students and increase engagement ○ Contracted with TimelyMD-Telehealth to expand mental health support services for students by providing access to a 24/7 talk line ○ Distributed bi-monthly Transfer News

	<ul style="list-style-type: none"> ○ Implemented Ocelot 24/7 Chat Bot to address questions and guide students to NVC resources ○ Implemented iGrad to provide financial literacy support for students ○ Expanded partnerships with employers (more than 150 active partnerships)
Develop locally defined Guided Pathways implementation plan	<ul style="list-style-type: none"> ○ Identified 6 Exploration Pathways: <ul style="list-style-type: none"> ○ Entrepreneurship and Management ○ Health and Human Services ○ People, Culture and Society ○ Science and Industrial Technology ○ Visual, Design and Performing Arts ○ All Studies ○ Developed program maps to communicate requirements to students and inform future scheduling
Expand co-curricular event offerings	<ul style="list-style-type: none"> ○ [See data reported under Measures for Goal 2, below.]
Improve facilities and instructional equipment to enhance opportunities for student engagement inside and outside of the classroom	<ul style="list-style-type: none"> ○ Refreshed technology for NVC classrooms at American Canyon High School

Measures Associated with Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals			
Measure	2017-2018 Baseline (or Other Baseline Year)	2021-2022 Performance (or Most Recent Year with Data)	Change
Academic and Student Support Offerings Aligned with New Initiatives	16	29	+81.3%
<i>In 2021-2022, support offerings were expanded to include dual enrollment office hours and information sessions, the Kasaysayan Learning Community, Career Presentations for Women in Business, Career Mentor Workshops, and Job Fairs at various locations throughout the community (including American Canyon and Yountville).</i>			
Proportion of First-Time Degree-/Transfer-Seeking Students Who Complete Transfer-Level Math and Transfer-Level English in First Year	13.6% ^A	23.6% (2020-2021)	+10.0%
Co-Curricular Events: Offerings	11	15	+36.4%

Types	5	5	--
In 2021-2022, co-curricular offerings were expanded to include a "Car Choir." Singers participated using their car radios, and the music was broadcast via KVON Radio.			
^A Denotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics between 2017-2018 and 2020-2021.			

Deliverables Associated with Institutional Strategic Goal 2: Engage NVC students and assist in their progress towards educational and job training goals

Deliverable	Accomplishments 2021-2022
Implement changes to math and English sequences by fall 2019 to address AB 705 requirements	<ul style="list-style-type: none"> ○ [Accomplished in fall 2021]
Year 2 Guided Pathways Plan (Fall 2019 – Summer 2020)	<ul style="list-style-type: none"> ○ [Submitted as required by California Community Colleges Chancellor's Office]
Year 3 Guided Pathways Plan (Fall 2020 – Summer 2021)	<ul style="list-style-type: none"> ○ [Submitted as required by California Community Colleges Chancellor's Office] ○ Submitted Scale of Adoption Self-Assessment, as required, in spring 2022
List of facilities and equipment improvements implemented 2021-2022	<ul style="list-style-type: none"> ○ Renovated classrooms in Buildings 1400 and 1600 ○ Completed planning phase for Wine Education Center ○ Repaired/Refinished benches for Student Activities ○ Replaced roof at Upper Valley Campus ○ Purchased upgraded grounds equipment

Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals

Initiatives	Accomplishments 2021-2022
Develop new instructional programs to meet needs of students and local community and increase opportunities for completion	<ul style="list-style-type: none"> ○ Implemented Ethnic Studies Program
Explore and implement strategies to facilitate student completion	<ul style="list-style-type: none"> ○ Implemented Mentor Collective Peer Coaching model
Expand resources to increase accessibility to employment and internships aligned with Guided Pathways and Strong Workforce	<ul style="list-style-type: none"> ○ Worked with local Chambers of Commerce and employers to develop and identify internship and employment opportunities

Measures Associated with Institutional Strategic Goal 3: Increase NVC student achievement and completion of educational and job training goals			
Measure	2017-2018 Baseline (or Other Baseline Year)	2021-2022 Performance (or Most Recent Year with Data)	Change
Degree and Certificate Program Offerings	85	114	+34.1%
Students Attaining the Vision Goal Completion Definition	659 ^B (2016-2017)	654 (2020-2021)	-0.8%
Students Earning an Associate Degree	547 ^C (2016-2017)	545 (2020-2021)	-0.4%
Students Earning CCCCO-Approved Certificates	316 ^B (2016-2017)	392 (2020-2021)	+24.1%
Students Earning Associate Degrees for Transfer	183 ^B (2016-2017)	227 (2020-2021)	+24.0%
Students Transferring to CSU and UC Institutions	390 ^C (2015-2016)	364 (2019-2020)	-6.7%
Units Accumulated among Students Earning Associate Degrees (Average)	88 ^A (2016-2017)	88 (2020-2021)	--
Proportion of Exiting CTE Students Who Report Being Employed in a Job Closely Related to their Field of Study	67% ^C (2014-2015)	79% (2018-2019)	+12.0%
Resources to Support Internship Opportunities for Students and Employment among Graduates	8	19	+138%
<i>In 2021-2022, resources associated with internships and employment were expanded to include the Transportation, Distribution, and Logistics Warehouse Training, in partnership with the West Oakland Job Resource Center.</i>			
^ADenotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics between 2017-2018 and 2020-2021.			
^BDenotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics between 2017-2018 and 2019-2020.			
^CDenotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics between 2017-2018 and 2020-2021.			

Deliverables Associated with Institutional Goal 3: Increase NVC student achievement and completion of educational and job training goals	
Deliverable	Accomplishments 2021-2022
Plans promoting completion agenda (Guided Pathways, AB 705)	<ul style="list-style-type: none"> ○ Participated in Degrees When Due to identify academic and non-academic barriers to completion; reached out to potential completers to encourage them to petition for graduation
Plans for expanding internships aligned with Guided Pathways and Strong Workforce	<ul style="list-style-type: none"> ○ Established Strategic Enrollment Management Taskforce to align with campus initiatives (including Guided Pathways and Strong Workforce) and incorporate work-based learning opportunities and internships into the student experience ○ Developed agreement with Job/Career/Internship site HANDSHAKE to increase access to internships (among Bay Area businesses using the platform) ○ Participated in Napa County workgroup to align workforce readiness and internships across unified school districts, the Napa County Office of Education, the North Bay Workforce Alliance, area Chambers of Commerce, and industry partners

Institutional Strategic Goal 4: Achieve equity in student outcomes and promote equity-mindedness as a means to evaluate all District practices	
Initiatives	Accomplishments 2021-2022
<ul style="list-style-type: none"> ○ Develop local definitions of “equity” and “equity-mindedness” 	--
<ul style="list-style-type: none"> ○ Implement behavioral commitments developed through Caring Campus 	--
<ul style="list-style-type: none"> ○ Offer professional development around equity for all NVC faculty and staff 	<ul style="list-style-type: none"> ○ Developed curriculum and offered Diversity, Equity, and Inclusion (DEI) Colloquium; First cohort includes Academic Affairs and Student Affairs Councils, Academic Senate Executive Board, Adult Education Staff, and Student Life Staff

	<ul style="list-style-type: none"> ○ Provided DEI presentation for Board of Trustees ○ Documented NVC’s commitment to respecting diverse cultures by passing Board Resolutions recognizing cultural heritage months and contributions of diverse communities ○ Scheduled regular equity-related lectures and events by scholars and practitioners ○ Participated in University of Southern California – California Community Colleges Racial Equity Leadership Alliance eConvenings (continued from 2020-2021) ○ Incorporated DEI presentations into New Faculty Learning Community (NFLC) and Adjunct Faculty Orientation; NFLC included a panel from Puente, Umoja, and Kasaysayan Learning Communities regarding needs of specific student subpopulations ○ Offered flex day sessions on “Decolonization and DEI” and “Challenge and Opportunities to Promoting Equity at Minority-Serving Institutions” ○ Developed regular DEI communications to campus community, including historical information and context for cultural heritage months and holidays
<ul style="list-style-type: none"> ○ Offer professional development for faculty on cultural competencies 	<ul style="list-style-type: none"> ○ Expanded Instructional Design Institute offerings associated with cultural competencies for faculty ○ Evaluated Instructional Design Institute ○ Provided professional development grants to faculty and staff to support attendance at equity-related conferences and workshops
<ul style="list-style-type: none"> ○ Train students on Student Planning platform to monitor progress 	<p style="text-align: center;">--</p>
<ul style="list-style-type: none"> ○ Develop regular, motivational communications to students to encourage goal attainment 	<p style="text-align: center;">--</p>
<ul style="list-style-type: none"> ○ Implement strategies identified through Degrees When Due 	<p style="text-align: center;">--</p>

<ul style="list-style-type: none"> ○ Implement early alert to increase retention and successful course completion 	<ul style="list-style-type: none"> ○ Implemented referral system for the Math Success Center, including training for Math Success Center staff ○ Created structure for STEM First-Year Experience and Caminos Al Exitos, including defining roles for Student Affairs Specialists within MESA/STEM and EOPS and training associated staff ○ Conducted Starfish Assessment with Writing Success Center, Transfer Center, and Career Center regarding referral system ○ Developed materials to support expansion of Starfish/Early Alert practices, including feedback forms, “late start” progress surveys, and feedback links for faculty ○ Created cohort for Academic Probation and Retention
<ul style="list-style-type: none"> ○ Offer professional development for faculty on engagement strategies 	<ul style="list-style-type: none"> ○ Offered training on culturally responsive pedagogy through the Instructional Design Institute
<ul style="list-style-type: none"> ○ Implement supplemental instruction in gateway courses with low retention/successful course completion rates 	<p style="text-align: center;">--</p>
<ul style="list-style-type: none"> ○ Develop process for evaluating practices through lens of equity and equity-mindedness 	<p style="text-align: center;">--</p>
<ul style="list-style-type: none"> ○ Expand course offerings to meet new CSU Ethnic Studies (Area F) requirement 	<ul style="list-style-type: none"> ○ Developed and implemented Ethnic Studies courses and program
<ul style="list-style-type: none"> ○ Expand use of Open Educational Resources 	<p style="text-align: center;">--</p>
<ul style="list-style-type: none"> ○ Implement Two-Year Promise Pathways focused on Latinx population 	<p style="text-align: center;">--</p>

Measures Associated with Institutional Strategic Goal 4: Achieve equity in student outcomes and promote equity-mindedness as a means to evaluate all District practices			
Measure	2017-2018 Baseline (or Other Baseline Year)	2021-2022 Performance (or Most Recent Year with Data)	Change
Applicants that enroll at NVC	2,925 ^C	2,277 (2020-2021)	-22.2%
Students retained fall to spring	4,066 ^A	2,997 (2020-2021)	-26.3%
Students that complete both transfer-level math and English in their first year	170 ^A	259 (2020-2021)	+52.4%
Students that attain the Vision Goal Completion definition	643	654 (2020-2021)	+1.7%
Students that transfer to a four-year institution	555 ^A (2016-2017)	524 (2019-2020)	-5.6%
Disproportionate impacts (DI) among subpopulations identified in Student Equity Plan	36		
Gap in retention rate among African American/Black students	4.3%	2.9%	-1.4%
Gap in successful course completion rate among African American/Black students	11.6%	8.2%	-3.4%
Gap in successful course completion rates among Latinx students	4.5%	3.6%	-0.9%
Gap in successful course completion rates among First- Generation students	2.6%	0.9%	-1.7%
LGBT Students attaining the Vision Goal Completion definition	11	Data suppressed due to small sample size	--
African American/Black students earning CCCC-approved certificates	10 ^A	19 (2020-2021)	+90.0%
White students earning associate degrees for transfer	57 ^A	52 (2020-2021)	-8.8%
African American/Black students transferring to CSU and UC institutions	17 (2016-2017)	16 (2019-2020)	-5.9%
Disabled students transferring to CSU and UC institutions	32 ^A (2016-2017)	43 (2019-2020)	+34.4%
^ADenotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics in 2019-2020.			

^cDenotes a baseline rate that was recalibrated by the California Community Colleges Chancellor's Office as part of the Student Success Metrics in 2021-2022.

Measures Associated with Institutional Strategic Goal 4: Achieve equity in student outcomes and promote equity-mindedness as a means to evaluate all District practices

Deliverable	Accomplishments 2021-2022
○ Instrument for evaluating practices to promote equity-mindedness	--
○ Communications plan for contacting students at key junctures in their time at NVC	○ Implemented Ocelot to address specific questions on the website
○ Proposal for development of a Filipino Learning Community	○ Established Kasaysayan Learning Community
○ Action Plan including strategies to implement to address barriers and gaps identified through CCEAL surveys and focus groups	--

Institutional Strategic Goal 5: Ensure the fiscal stability of NVC as it transitions to a community supported district

Initiatives	Accomplishments 2021-2022
Develop and implement a Three-Year Enrollment & Scheduling Management Plan	○ Established Strategic Enrollment Management Taskforce to develop a plan
Develop and implement an ongoing marketing plan to increase awareness of NVC offerings and attract more students to specific instructional programs	○ Reinstated communication partnerships with Napa Valley Unified School District/Parent Square to provide regular updates and promote college and career preparedness
Improve budgeting practices	○ Balanced annual budget adopted by Board of Trustees with projected increase in reserves ○ Implemented additional and ongoing budget reports to the campus community and Board of Trustees

Measures Associated with Institutional Strategic Goal 5: Ensure the fiscal stability of NVC as it transitions to a community supported district			
Measure	2017-2018 Baseline (or Other Baseline Year)	2021-2022 Performance (or Most Recent Year with Data)	Change
Time to Completion (in Years)	5.7	5.2	-8.8%
Institution-Level Fill Rate	78.7%	72.1%	-6.6%

Deliverables Associated with Institutional Goal 5: Ensure the fiscal stability of NVC as it transitions to a community supported district	
Deliverable	Accomplishments 2021-2022
Enrollment & Scheduling Management Plan	<ul style="list-style-type: none"> Implemented a 30-60-90-Day Plan to increase student enrollment for summer and fall 2022
Marketing Plan	--

Institutional Strategic Goal 6: Enhance collaboration between NVC and community and civic partners	
Initiatives	Accomplishments 2021-2022
Pursue, develop, and expand mutually supportive partnerships between NVC instructional programs and community organizations	<ul style="list-style-type: none"> Received \$10M donation from Wine Spectator to enhance the Viticulture and Winery Technology Program through the construction of the Wine Spectator Wine Education Center; planning and architectural renderings in process
Expand offerings and opportunities for cultural engagement among the local community	<ul style="list-style-type: none"> Coordinated with Di Rosa Center to offer the “Summer Shakespeare Stroll” performance Coordinated with KVON Radio to deliver and broadcast “Car Choir” during COVID-19 pandemic Kasaysayan Learning Community received a Congressional Certificate from Congressman Mike Thompson

Measures Associated with Institutional Strategic Goal 6: Enhance collaboration between NVC and community and civic partners			
Measure	2017-2018 Baseline (or Other Baseline Year)	2021-2022 Performance (or Most Recent Year with Data)	Change
Partnerships with Community Organizations	23	52	+126%
<i>In 2021-2022, partnerships were expanded to include Di Rosa Center for Contemporary Art, the WineBev Developmental Center (partnership with NVC's Psychiatric Technician Program), the Local Child Care and Development Planning Council, and local Chambers of Commerce (American Canyon, Yountville, Napa County Coalition, and Vallejo).</i>			
Cultural Event Offerings Open to the Local Community	6	9	+50.0%
<i>In 2021-2022, cultural events were expanded to include the performance of the "Summer Shakespeare Stroll" at the Di Rosa Center.</i>			