



## Follow-Up Report

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

to

Accrediting Commission for Community and Junior Colleges

February 2024

# Certification

To: Accrediting Commission for Community and Junior Colleges

From: Dr. Torence Powell


Napa Valley College

2277 Napa-Vallejo Highway, Napa, CA 94558


This follows the format in submission to the Commission for Accrediting of institutions of higher education cited by the Commission in the accreditation standards, 2009. The following is a certification of the nature and substance of this information, as well as its development in accordance with the Commission's policies, and was developed with appropriate participation and review by the campus community.

Signatures:


  
Dr. Torence Powell, Superintendent/President Date 2/19/24

  
Mr. Keith Roberts, President, Napa Valley College Board of Trustees Date 02/15/24

  
Dr. Matthew Kronzer, President, Non-Iowa Senate Date 2/13/24

  
Ms. Cristine Tapia, President, Administrative & Institutional Senate Date 2/19/24

  
Ms. Danielle Alexander, President, Classified Senate Date 2/12/24

  
Ms. Priya Sharma, President, Associated Students of Napa Valley College Date 02/12/24

  
Dr. Robyn Worthall, Accreditation Liaison Officer Date 2-9-24

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## Response to Identified Compliance Requirements

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

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

For reference, Standard I.B.2 reads:

The institution defines and assesses student learning outcomes for all instructional

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

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

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

- The institution regularly evaluates its policies and practices across all areas of the institution, including instructional programs, student and learning support services, resource management, and governance processes to assure their effectiveness in supporting academic quality and accomplishm1.217 T5.3 (ei-3.3 (n)-0C0C0C0C0C0C0C0C0C0.2 .2 (fl-0.0 Tm( )Tj

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

## Planning

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

As part of the review of Chapter 3 of the Board Policy Manual, BP 3250 Institutional Planning was updated to align with changes in external (legal) r( )Tj0.03rq1.721 (au1.902 (a)-0.525 (cr )Tj76 T(r12.772 (ap)1.87(t)-5.851

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

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

Outcomes General Education Learning Outcomes Institutional Learning Outcomes (CR2-28) (CR2-29) (CR2-30) (CR2-31) (CR2-32) (CR2-33) (CR2-34) (CR2-35) (CR2-36) (CR2-37) (CR2-38) (CR2-39) (CR2-40) (CR2-41) (CR2-42) (CR2-43) (CR2-44) (CR2-45) (CR2-46) (CR2-47) (CR2-48) (CR2-49) (CR2-50) (CR2-51) (CR2-52) (CR2-53) (CR2-54) (CR2-55) (CR2-56) (CR2-57) (CR2-58) (CR2-59) (CR2-60) (CR2-61) (CR2-62) (CR2-63) (CR2-64) (CR2-65) (CR2-66) (CR2-67) (CR2-68) (CR2-69) (CR2-70) (CR2-71) (CR2-72) (CR2-73) (CR2-74) (CR2-75) (CR2-76) (CR2-77) (CR2-78) (CR2-79) (CR2-80) (CR2-81) (CR2-82) (CR2-83) (CR2-84) (CR2-85) (CR2-86) (CR2-87) (CR2-88) (CR2-89) (CR2-90) (CR2-91) (CR2-92) (CR2-93) (CR2-94) (CR2-95) (CR2-96) (CR2-97) (CR2-98) (CR2-99) (CR2-100)

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

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

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

- (4) NVC also improved practices around BP/AP review by incorporating a “Last Reviewed” date – recorded directly on the BPs/APs posted in BoardDocs – as a common practice (CR2-39). The “Last Reviewed” date provides a way of tracking the review of all BPs and APs, particularly to





- The annual review of the Governance Handbook (developed in fall 2023, with the first round of review scheduled for spring 2024) (CR2-53)
- The evaluation of the Pilot Telecommute Program offered in 2023-2024 (CR2-54)
- The new, more centralized process for grants, to be implemented with the 2023-2024 fiscal year (CR2-55)

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

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

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

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

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

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

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

As described below, NVC has increased investments in technology, facilities, and equipment to update infrastructures and ensure sufficient ic 0 eni Tcc deVo fen i 1-0.A (o4.3 (g)ramh)-0.8 ( h)13. (i)-3.3 (n)-0.7 (n)-0.7 (n)-0.7-6

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

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

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

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

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

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

NVC does not anticipate any new construction at this time. Construction projects currently underway include the River Trail Village (RTV) Student Housing Project and the Wine Education Center (WEC), which represent unique projects and opportunities for NVC. The TCO associated with the RTV Student

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

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

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

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

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

- Actual expenditures exceeded projected budgets (III.D.1, Page 168).
- NVC did not have an established AP 6200 Budget Preparation in place, describing how to implement BP 6200 and ensure that practices aligned with it (III.D.2, Page 169; III.D.3, Page 171).
- Budget (monthly) monitoring, modification, and communication of the h3.1 (s)-1w 1.03u anthe8 0 an (e)-3 (d)2f.

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

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

- Improvements to NVC's practices yielded an increase of more than \$8.2M in the cash balance, as reported in the AFR submitted to the ACCJC in 2023 (2021-2022 vs. 2020-2021) (CR4-05).
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- With more regular budget-monitoring, NVC has been able to identify and address negative variances in the budget in a more timely manner. This improvement in budget oversight has helped NVC avoid deficit spending.
- In 2022-2023, to help



## Institutional Planning

In 2022-2023, NVC began a comprehensive review of guiding institutional documents, beginning with the mission

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

Prioritization Rubric

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

**Summary of Improvements in Prioritization Process, Implemented Last Two Years**

| Prioritizing Requests | 2022-2023                    | 2023-2024 |
|-----------------------|------------------------------|-----------|
| Prioritization Rubric | Incorporated as new practice | Revised   |



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

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

In 2023-2024, as part of the ongoing refinement of practices, the PC recommended institutional planning priorities specific to the 2024-

**Summary of Improvements in Engagement, Implemented Last Two Years**

| Increasing Engagement             | 2022-2023                             | 2023-2024  |
|-----------------------------------|---------------------------------------|--|
| Forum(s) Launching Annual Process | [Planning & Budget Development Forum] | Expanded to Include:<br>○ Information Session<br>○ Q&A Session |
| Intended Audience for Forum(s)    | ["Budget Center Managers"]            | Campus Community   |

Prioritization Process: Plans

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

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

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

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

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

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

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





Refining Structures: Extended Cabinet and Council of Presidents

In fall 2023, Dr. Powell restructured Extended Cabinet, by add-0.7 (i)-3.3 (n)6P 0 11.4y aow,Pbu(1 0.001 Twa (00)6 (2)-5.9

members of the Council

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

As part of the review of Chapter 3 of the Board Policy Manual in 2023-2024, BP 3250 and the associated AP 3250 were included in the November workshop for BP/AP review (CR5-32). In January 2024, the PC

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

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

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

For reference, Standard IV.C.12 reads:

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

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

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

Since receipt of the ACCJC Action Letter, the BOT has had regular opportunities to discuss accreditation requirements and receive accreditation-related updates and training, including a review of the respective roles of the Board and the CEO as well as the appropriate delineation of responsibilities for each. The agenda for the February 2023 meeting included the ACCJC's Action on NVC's Comprehensive Review (CR6-01). A Board Retreat held later that week included discussion of the CRs, including CR6 (CR6-02). In July 2023, Dr. Catherine Webb, the ACCJC Vice President assigned to NVC at the time, provided a Study Session on "Board Roles and Responsibilities in Governance through the Accreditation Lens" for the BOT, as part of a pre-meeting workshop (CR6-03). The presentation included expectations for governing boards – under both the 2014 and 2024 Accreditation Standards – and an introduction to the forward-e .6 (y5(h)i )Tj-0 -4m6

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

- Removing trustees from All Staff email group and from the Accreditation Steering Committee (CR6-07)
- Revising AP 6200 Budget Preparation to clarify sequencing and

## Acronyms

Acronyms that appear in this report are listed in alphabetical order (based on the non-expanded form). CD.16 Tm[(C)-0.6 (C)-/P AMCID 711.04 - Tw 11 501.24 87.72 13.444 e86m,o24 Tm[(Cq(e)7.90

| Acronym | Expanded Form  |
|---------|--|
| ACCJC   | Accrediting Commission for Community and Junior Colleges |
| AFR     | Annual Fiscal Report                                     |
| AP      | Administrative Procedure                                 |
| APPA    | Association of Physical Plant Administrators             |
| ASCCC   | Academic Senate for California Community Colleges        |
| BC      | Budget Committee   |
| BOT     | Board of Trustees  |
| BP      | Board Policy   |
| CCCCO   | California Community Colleges Chancellor's Office        |
| CCLC    | Community College League of California                   |
| CEO     | Chief Executive Officer                                  |
| CR      | College Requirement                                      |