



ACCREDITATION PLANNING SUMMARY

2009 Self Study Planning Agendas
Accreditation Team Recommendations
Accreditation Team Conclusions

Napa Valley College Planning Summary from 2009 Accreditation

The purpose of this report is to provide a comprehensive list of all of the planning items that resulted from Napa Valley College's 2009 accreditation process. This information will help us focus our planning efforts over the next six year period, in preparation for the next accreditation cycle that is scheduled in 2014-2015.

The accreditation self study and team visit provide opportunities for the college to step back and assess its strengths and weaknesses. The result of these activities is a list of plans and recommendations that identify what we can do to improve the college, its programs, and services.

This document combines all of the planning items that came out of the accreditation process:

- Self Study Planning Agenda - After an in-depth, one year self evaluation, the college identified approximately 70 plans that are contained in the self study report. By addressing all of these plans within the next six years, the college will be positioned to meet the accreditation standards.
- Team Recommendations - The role of the accreditation team that visited NVC in October 2009 was to validate NVC's self study and to identify recommendations to help the college improve. Their six recommendations set out the major areas of emphasis for improvement.
- Team Conclusions - Within the team's report, they provide conclusions which identify other weaknesses and areas for improvement.

All of the planning agenda items, recommendations, and conclusions are included in this report. Each plan, recommendation, and conclusion identifies the college office, program, service, or committee that is responsible for its implementation.

It is important to note that many of these plans have been accomplished. When the need for action was identified during the self study or after the team report was received, many were addressed immediately.

Office of Research, Planning and Development
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Planning Summary

Napa Valley College's 2008-2009 self study process provided the college community with the opportunity to engage in dialogue and evaluate its performance against the standards of good practice in community college education. Eleven writing teams evaluated the college against the Accrediting Commission for Community and Junior College's four standards, prepared the reports, proposed planning agendas, and gathered evidence to support their statements. The planning agendas identify actions that will result in improvements.

While many of the plans may be accomplished at no cost, others carry high price tags. The reality of the times is that California Community Colleges are facing the largest cuts in the history of the system. NVC anticipates that these devastating budget cuts will require the college to eliminate some courses and student services and cutback on staff. The college will need to examine existing programs and services and evaluate each against the college's mission. Difficult decisions will be made. At the same time, the college will attempt to make the improvements identified in this self study. While the plans state that Napa Valley College "will" accomplish these plans, it is necessary to add the caveat "as funds are available."

Altogether, the self study report includes 70 planning agenda items. The planning agendas have been sorted and will be sent to the appropriate offices to incorporate into their unit plans, budgets, and Program Evaluation and Planning reports. The planning agenda items that have collegewide significance will be referred to the Planning Committee to be included in the next strategic plan. The Planning Committee and Board of Trustees will begin work on the new strategic plan after the college receives the report on accreditation from the ACCJC.

The self study report identifies the need for improvements in the following areas:

Self Study Planning Agendas

Student Learning Outcomes and Assessment

- The SLO and Assessment Committee will play a central role in maintaining ongoing dialogue about continuous improvement of student learning.
- The college will provide faculty and staff with training, technical support, and regular access to SLO assessment data.
- The college will pursue the following steps to continue integrating student learning outcomes assessment into the institutional framework and make learning assessment a meaningful and sustainable process:
 - Implement the Five+1 SLOAC plan that accomplishes the assessment of SLOs for most courses by 2012.
 - Establish student learning outcomes for general education.
 - Write a student learning assessment philosophy.
 - Implement and continue to support the Five+1 SLOAC.
 - Develop a permanent budget for learning assessment that will support:
 - travel and conference,
 - education and training activities for campus personnel
- The college will implement the Five+1 SLOAC plan to regularly assess student progress toward achieving SLOs at the course, service, program, and institutional levels.

- The Academic Senate will work with the college administration and the SLO and Assessment Committee to investigate appropriate linkage between student achievement of stated outcomes and the awarding of units of credit through the established grading system.
- The SLO and Assessment Committee will revise general education student learning outcomes in 2009-10.
- The college will implement the cycle to assess student learning outcomes each year.

President's Office

- The President's Office, in conjunction with departments responsible for policies, will develop and implement a systematic procedure for notifying college staff of changes on policies, statutes, and regulations.
- The president will continue to support efforts to ensure that NVC has developed SLO's for all courses and programs and assessment measures by 2012.
- The president will explore ways to provide additional research capacity to enable the college to further develop and expand data driven program planning and development.
- The college will develop a written policy regarding policy revision.

President's Cabinet

- The President's Cabinet will improve campus-wide communication and will provide regular feedback regarding the funding and implementation of improvements resulting from PEP and the annual planning and budget process, as described in the Annual Planning and Budget Process flowchart.
- The President's Cabinet and IT director will assess the need for additional technical support staff to support the expanded technology requirements at NVC.
- The President's Cabinet will communicate how resources are allocated each year based on the information provided through the annual budget development process as justified by PEP and other valid evidence.
- The college will continue to examine retiree benefit liability.
- The college will address the staffing needs and the administrative vacancy in admissions and records.
- The college will explore ways to expand staffing in the Office of Institutional Research to keep up with the need to document assessment results and to address the growing demands for research, data, and analyses.
- The college will review and address the staffing and administrative needs of the counseling division and the Counseling Center.
- The college will assess the need and ability to hire Teaching and Learning Center (TLC) training position(s).
- The district will hire an administrator by the end of academic year 2009-2010 to oversee the new Library Learning Resource Center and other programs housed in the new facility.

Office of Instruction

- The Office of Instruction, Curriculum Committee, and IT director will assess the need to replace the WebCMS system with the CurricUNET system.
- The vice president of instruction, the dean of human resources, and the Academic Senate leadership will review and update Board Policy H4446, Equivalence to Minimum Qualifications for Academic Personnel.

- Occupational and vocational programs will continue to increase their engagement with advisory boards and utilize their input in the PEP process in order to strengthen programs.
- The Office of Instruction will develop and implement strategies to improve retention rates of online students.
- The college will return to its former practice of listing the degrees of administrators in the 2010-2012 catalog.
- The faculty, staff, and administration will work collaboratively with the SLO Assessment Committee to identify which staff are directly responsible for producing learning outcomes and to examine how the assessment of student learning outcomes might be incorporated into the evaluation process.
- The college will review and clarify the role and responsibility of the staff development committee in an effort to develop a more coordinated professional development program that meets the needs of all employee groups.
- The college will assess the need and ability to hire Teaching and Learning Center (TLC) training position(s).
- The college will provide the support to customize an interface between WebCMS and Datatel or purchase a new curriculum management system.
- The college will implement a plan for regular replacement of computers, servers, and classroom equipment to maintain campus-wide technology standards.
- The college will improve data collection efforts for matriculation, research, reporting, grant writing, assessment, and program management.
- The district will hire an administrator by the end of academic year 2009-2010 to oversee the new Library Learning Resource Center and other programs housed in the new facility.

Office of Student Services

- The Office of Student Services will continue to expand traditional services to the Upper Valley Campus.
- The college will develop online counseling services, including educational planning and counseling for online students.
- The college will improve programming and services to returning combat veterans by coordinating efforts to provide relevant supportive services and referrals.
- The college will review the organizational placement, structure, coordination and role of outreach and the Outreach Committee.
- The counseling division will fully implement an e-advising component of the counseling program and evaluate its effectiveness as the college is able to establish a portal and provide a confidential, secure email system required for e-advising.
- The college will improve data collection efforts for matriculation, research, reporting, grant writing, assessment, and program management.
- The college will examine and attempt to address the space needs of student services in order to meet the needs of the growing student population and to relieve the space congestion.
- The college will examine and attempt to address the acute space shortage in the student life program.
- The college will examine and attempt to address the acute space shortage in the Counseling Center.

Office of Business and Finance

- The Business Office will provide more training for staff who use the automated budget system.
- The college will continue to examine retiree benefit liability.
- The college will, to the best of its ability, continue implementing the Bond Resource Plan, which identifies additional maintenance and support for new facilities.
- The college will provide the support to customize an interface between WebCMS and Datatel or purchase a new curriculum management system.
- The college will provide training and development resources needed to fully realize the capacity of the Datatel system.
- The college will implement a plan for regular replacement of computers, servers, and classroom equipment to maintain campus-wide technology standards.
- The college will implement the Datatel Web Portal to improve communication and public image, increase efficiencies and collaboration, increase income and reduce costs.

Office of Human Resources

- The vice president of instruction, the dean of human resources, and the Academic Senate leadership will review and update Board Policy H4446, Equivalence to Minimum Qualifications for Academic Personnel.
- The faculty, staff, and administration will work collaboratively with the SLO Assessment Committee to identify which staff are directly responsible for producing learning outcomes and to examine how the assessment of student learning outcomes might be incorporated into the evaluation process.
- The college will finalize a written code of professional ethics for all employees, using the shared governance process.
- The college will review and clarify the role and responsibility of the staff development committee in an effort to develop a more coordinated professional development program that meets the needs of all employee groups.
- The college will assess the need and ability to hire Teaching and Learning Center (TLC) training position(s).
- The college will develop a process for handling complaints from employees that are not covered under existing board policies or collective bargaining agreements.
- The district will hire an administrator by the end of academic year 2009-2010 to oversee the new Library Learning Resource Center and other programs housed in the new facility.

Academic Senate

- The Curriculum Committee will revise general education course lists for the 2010-12 catalog.
- The Academic Standards and Practices Committee will complete and submit new general education category descriptions for inclusion in the 2010-12 catalog.
- The Academic Senate will continue broadbased discussions to build consensus on the issue of academic honesty and continue to strengthen students' ability and resolve to be accountable for their own work.
- The Office of Instruction, Curriculum Committee, and IT director will assess the need to replace the WebCMS system with the CurricUNET system.
- The vice president of instruction, the dean of human resources, and the Academic Senate leadership will review and update Board Policy H4446, Equivalence to Minimum Qualifications for Academic Personnel.

Information Technology Department

- The President's Cabinet and IT director will assess the need for additional technical support staff to support the expanded technology requirements at NVC.
- The Office of Instruction, Curriculum Committee, and IT director will assess the need to replace the WebCMS system with the CurricUNET system.
- The IT department will research alternate data backup options and develop and implement a disaster recovery plan.
- The IT department will continue to monitor for rogue outbound traffic in an effort to prevent security risks.
- The IT department will train more departments on security best practices.
- The IT department will evaluate the need and feasibility of using a Microsoft System Manager server to increase safeguards for ERP client users.
- The IT department will evaluate the feasibility of using outside services to assist with security efforts to provide 24/7 coverage with access to skilled expertise while keeping employee costs down.
- The IT department will take appropriate action to improve communication with the college community.
- The IT department will pilot a new SQL report request procedure and evaluate the feasibility of creating a SQL report database.

Library and Learning Resources

- The Library and Learning Resources department will conduct a satisfaction survey before the end of the spring 2010 semester to evaluate its services to students, staff, and faculty.

College Police Department

- The College Police department will work with appropriate college departments and local and state agencies to update and develop specific emergency plans and necessary training to support the safety of college facilities, employees and students.

Facilities Services Department

- The director of facilities services and dean of UVC and adult continuing education will develop and implement an annual safety inspection process that will be used to evaluate off-campus facilities.
- The college will explore options to maintain NVC's facilities and grounds in a manner that assures effective utilization and continuing quality to support its programs and services.
- The college will explore options that will support sufficient maintenance, landscaping, and cleanliness of college facilities to promote a healthful environment as the campus expands.

Admissions and Records

- The college will address the staffing needs and the administrative vacancy in admissions and records.

NVC Foundation

- The college will continue to explore ways to raise sufficient funds to complete construction and renovation projects as proposed in the Facilities Master Plan.
- The college will assess technology needs and the feasibility of increasing funds in department budgets to support technology upgrades and purchases.

Board of Trustees

- The college will continue to explore ways to raise sufficient funds to complete construction and renovation projects as proposed in the Facilities Master Plan.

Research, Planning and Development

- The college will explore ways to expand staffing in the Office of Institutional Research to keep up with the need to document assessment results and to address the growing demands for research, data, and analyses.
- The faculty, staff, and administration will work collaboratively with the SLO Assessment Committee to identify which staff are directly responsible for producing learning outcomes and to examine how the assessment of student learning outcomes might be incorporated into the evaluation process.

Technology Executive Committee

- The college will implement a plan for regular replacement of computers, servers, and classroom equipment to maintain campus-wide technology standards.
- The college will evaluate and implement appropriate ways to improve the coordination of administrative and instructional technology.
- The college will implement and fund Technology Plan recommendations, to the extent possible given fiscal considerations.
- The college will assess technology needs and the feasibility of increasing funds in department budgets to support technology upgrades and purchases.
- The college will implement the Datatel Web Portal to improve communication and public image, increase efficiencies and collaboration, increase income and reduce costs.
- The college will provide employees with access to Datatel and other technology related training opportunities, to the extent possible given fiscal considerations.

District Instructional Technology Committee/CORE

- The college will implement the Datatel Web Portal to improve communication and public image, increase efficiencies and collaboration, increase income and reduce costs.

Community Relations

- The college will implement the Datatel Web Portal to improve communication and public image, increase efficiencies and collaboration, increase income and reduce costs.
- The college will develop and implement standards and procedures for reviewing and approving written, printed, and electronic publications.
- The college will improve data collection efforts for matriculation, research, reporting, grant writing, assessment, and program management.

Facilities Planning

- The college will examine and attempt to address the space needs of student services in order to meet the needs of the growing student population and to relieve the space congestion.
- The college will examine and attempt to address the acute space shortage in the student life program.
- The college will examine and attempt to address the acute space shortage in the Counseling Center.

Major Findings and Recommendations of the October 19-22, 2009 Visiting Team

After carefully reading the self study, examining evidence, interviewing college personnel and students, and discussing the findings in light of the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges 2002 Standards, the team offers the following recommendations to Napa Valley College. The recommendations are based on specific standards cited in parentheses following each component of the recommendation.

Recommendation 1:

The team recommends enhancing existing processes by using ongoing data-driven assessments to revise stated goals and objectives as needed; developing integrated and comprehensive staff development activities to strengthen effectiveness in improving student learning; and ensuring the program review processes are consistently completed with similar levels of analysis and detail. (Standard I.A., I.B., II.A., II.B., III.D.) (Office of Research, Planning and Development, Teaching and Learning Center, Human Resources)

Recommendation 2:

In order to increase effectiveness, the team recommends that the college explore the means to provide additional research capacity to ensure the continuation of the integrated program review and college planning processes. (Standard I.A., I.B.3., I.B.5., IV.B.2.b.) (President's Office, Human Resources)

Recommendation 3:

In order to increase effectiveness, the team recommends that in the event that the remaining bond funds are not sufficient the college develop and implement a contingency plan to ensure adequate, functional space for student services. (Standard II.C., III.B.1.) (Campus Planning)

Recommendation 4:

In order to increase effectiveness, the team recommends that the college ensure there is an organizational structure in place that will effectively provide leadership for learning resources and library services. (Standard II.C.1.a., III.A.2.) (Human Resources)

Recommendation 5:

In order to increase effectiveness, the team recommends that the college regularly assess its progress toward a sustained environment in which all constituents are empowered to engage in a collaborative effort that recognizes the value of diversity. (Standard I.A., I.B., III.A.4., IV.A.) (Inclusivity Committee)

Recommendation 6:

In order to increase effectiveness, the team recommends the college develop specific strategies to address its stated concern of maintaining reserve levels above 5% during the state's ongoing fiscal crisis, while still maintaining its commitment to fund long term liabilities such as post-employment benefits. (Standard III.D.1., III.D.2.) (BOT, President, Business and Finance)

ACCREDITATION TEAM CONCLUSIONS

Standard I.A Mission

- While student engagement and personalized, friendly service to students are deliberately at the heart of the mission statement of NVC, the college needs to continue and strengthen the engagement of students in outcomes and assessment changes/improvements. The 2008 statement adds an emphasis on student success as well. These outcomes pervade discussions at meetings, in documents and processes such as PEP, and in individual discussions. Administrators, faculty, and staff express agreement and support for the mission statement and the values statements that accompany it. The mission statement has been developed collaboratively with wide input, dialogue, and debate. It has been approved by all constituencies including the Board, and by written Board policy and apparent practice, it appears to guide all planning and evaluation/assessment of effectiveness and decision-making at the College. NVC meets this standard. (Standard I.A.1., I.A.2., I.A.3., I.A.4.)

Standard I.B Improving Institutional Effectiveness

- Overall, the college meets Standard I.B. Two strong conceptual processes have been established since the last accreditation: the strategic plan and the PEP process. The strategic plan identifies institutional goals and objectives and PEP measures how well these goals are met at the unit level. While there is general confidence and buy-in into these two processes, NVC should continue to incorporate the PEP process into the daily culture and fabric of all programs and departments. NVC meets this Standard.

Standard II.A Instructional Programs

- The self study coverage is extensive and complete for this standard. The team would encourage the college to support to the level possible the Office of Institutional Research for the purpose of collecting, storing, and implementing all the data obtained in the PEP process. After extensive interviews, it is evident that Standard II.A is met.

Standard II.B Student Support Services

- It is evident that Napa Valley College values the contributions of Student Services to the success of their students. There are many examples of outstanding and creative practices throughout the various student services programs. The Self Study and accompanying documentation do not raise any major concerns regarding the institution's compliance with the requirements of Standard II.B. NVC meets this standard.

Standard II.C Library and Learning Support Services

- The library and learning support services are poised to enter a new era with the opening of the expanded facility. Programs are still in the process of developing student learning outcomes and with the development of a new timeline the college will meet the ACCJC 2012 deadline. The college meets and in many ways exceeds the expectations of this element of Standard II.

Standard III.A Human Resources

- Major progress has been made on integrating human resources needs with the campus planning and budgeting processes. Evaluation processes have been updated and the new processes are being implemented. Staff development has been spread across campus, but there is a move now to coordinate more of the training. There is still work to do on diversity issues. While the institution has undertaken a variety of activities to promote

appreciation of diversity, interviews suggest there may be lingering questions about attitudes toward diversity. There is limited evidence assessing the effectiveness of activities achieving a climate of empowerment. Following through on plans to do an assessment of campus climate and using the results of this assessment should contribute to continued dialogue on the understanding and concern for issues of equity and diversity. NVC meets this standard.

Standard III.B Physical Resources

- PEP is the primary means of evaluating facilities and equipment, and the sufficiency of classrooms, lecture halls, labs and office space. The space utilization report evaluates the use of furniture, technology, and space modifications. Other evaluation methods include annual planning and budgeting for college facilities and individual department needs.

Measure N allowed the fulfillment of many identified needs, but not all the projects identified will be able to be completed because of insufficient funds. Those projects, and other future needs, were submitted in another bond measure, but this was defeated in February 2008. As a result, a modified list of projects with reduced scope has been developed with remaining bond funds. All Measure N projects are expected to be completed before the end of 2011. (Standard III.B.2.)

The evidence reviewed for this standard included all documents listed in the self-study, interviews with facilities representatives, observation of committee meetings, and a review of timelines, budgets, funding status, and revised plans for all Measure N projects. The evidence was consistent with the statements in the self-study, and provided additional insight for those statements. NVC meets this standard. (Standard III.B.1., III.B.2.)

Standard III.C Technology Resources

- The college has made significant growth in technology implementation and development both in terms of infrastructure and instructional technology. It is now working on fine-tuning the integration of technology planning into the campus planning structure.

Through the Strategic Plan, PEP, Technology Plan and other assessment methods, a culture of continuous improvement in technology is emerging. NVC meets this standard.

Standard III.D Financial Resources

- The college relies on the PEP process throughout the college to review the effectiveness of available resources. The PEP identifies achievements, strengths and challenges for each program, and a stronger link to resource allocation has been developed. These improvements to existing planning processes have enabled the college to achieve the sustainable, continuous improvement level for planning processes. (Standard III.D.3.)

The evidence reviewed for this standard included all documents listed in the self-study, interviews with finance and Foundation representatives, a thorough review of budget documents, annual financial reports and audits, and planning processes. The evidence was consistent with the statements in the self-study, and provided additional insight for those statements. NVC meets this standard. (Standard III.D.3.)

Standard IV.A Decision-Making Roles and Processes

- Napa Valley College meets this standard. The college has established and follows an effective governance process that is inclusive and embraced by the college community. The process supports an effective planning process that has integrated program review with overall college planning that is designed to facilitate continuous quality improvement.

Standard IV.B Board and Administrative Organization

- The college meets this standard. The Board of Trustees has created a structure and adopted policies consistent with CCLC standards. The actions of the governing body support the college's mission, accomplishment of strategic goals and achievement of student learning objectives.