

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 South Valley Campus 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) <hr/> <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 ○ 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"> ○ 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"> ○ 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

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 CCCC-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 	<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)

<ul style="list-style-type: none"> ○ Expand course offerings to meet new CSU Ethnic Studies (Area F) requirement ○ 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 African American/Black students transferring to CSU and UC institutions by 41% (2016-2017 baseline: 17) ○ 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 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]