



Strategic Initiatives Forum

2026-2027 Planning & Resource Allocation Cycle

October 22, 2025

Planning Committee Co-Chairs

Hope Scott & Dr. Robyn Wornall

Diversity, Equity & Inclusion Committee Co-Chair

Dr. Patricia van Leeuwaarde Moonsammy



Outline of Presentation:

- *Why Are We Doing This?* Planning in a Lean Budget Year
- Brief Background
- Summary Evaluation of Last Year's Process
- Context for Strategic Initiatives – Materials developed and refined by Planning Committee
- Planning & Budget Development Website
- Guidance Regarding Strategic Initiatives Associated with Student-Equity
- Summary
- Questions?



The WHY: Planning in a Lean Budget Year

Recognize that it is a challenging year for NVC, given loss of federal grants and state categorical funding, coupled with uncertainty of local property tax revenues

*Should we expend the effort developing creative innovations and Strategic Initiatives right now? **Yes!***

- Encourage innovation
- Prepare for future
- Alternative funding opportunities (future possibilities)
- Intentional planning to position NVC for when the situation changes

- Even more critical to ground ourselves in our institutional priorities and use them to drive planning
- Priorities are drawn directly from EMP goals and objectives
- Be deliberate and collect ideas to advance our priorities
- Reconcile among Strategic Initiatives and make recommendations regarding the direction of the institution and to inform resource allocation decisions



Brief Background:

In 2023-2024, the Planning Committee and Budget Committee began implementing a new Annual Planning and Resource Allocation process.

Phased-in, multi-year approach

Changes were intended to:

- Increase engagement in the process
- Increase transparency
- Increase communication

Distinction between Strategic Initiatives & Operational Continuance Requests

- Planning Committee responsible for providing context for Strategic Initiatives (SIs)
- As part of SI process: encourage collaboration in development of innovations/initiatives
- Focus of today's forum: Strategic Initiative Process



Summary Evaluation of Last Year's Process

Suggestions for Improvement Included:

- Strengthening the alignment between SI Submission Form & Prioritization Rubric
- Consider narrowing down the number of dimensions on the Prioritization Rubric
- Providing more guidance regarding equity-related initiatives
- Provide update on funding decisions in/through subsequent fall

(Excerpts, aligned with information being shared today)

Portion of TIMELINE



FALL 2025	
October 22	<u>Planning Committee Co-Chairs:</u> ○ Forum to launch 2026-2027 Strategic Initiatives Submission Process
October 22 – December 5	<u>Members of Campus Community:</u> ○ Develop Strategic Initiatives (SIs) ○ Communicate plans to area VP/President
December 5	<u>Members of Campus Community:</u> ○ Completed Strategic Initiative Submissions due to RPIE
December 8-10 through January 28	<u>Planning Committee Members:</u> ○ Receive SI submissions ○ Score per Prioritization Rubric (Scores submitted to RPIE by 1/28)
SPRING 2026	
January 30	<u>Planning Committee:</u> ○ Reviews composite scores ○ Ranks Strategic Initiatives
February 6	<u>Planning Committee:</u> ○ Finalizes ranking of Strategic Initiatives

Portion of TIMELINE



SPRING 2026 (cont'd.)	
Week of February 9	<u>Planning Committee Co-Chairs:</u> ○ Communicate status of SIs to campus community <u>RPIE:</u> ○ Forwards Strategic Initiatives to District committees
Mid-February through mid-March	<u>District Committees:</u> ○ Review SIs ○ Make recommendations regarding resource allocations (due by April 10)
April 17	<u>Planning Committee:</u> ○ Reviews document containing Planning Committee ranking and recommendations from District committees
Week of April 20	<u>Planning Committee Co-Chairs:</u> ○ Communicate status of SIs to campus community
April – May	<u>Planning Committee:</u> ○ Reviews and evaluates 2025-2026 process (continues into Fall 2025)
FALL 2026	
Fall 2026	<u>Planning Committee Co-Chairs:</u> ○ Communicate update on actual funding allocations to SIs to campus community

INSTITUTIONAL PLANNING PRIORITIES LAST YEAR



Goals from NVC's 2024-2029 Educational Master Plan (EMP):

- Enrollment Stabilization
- Equitable Student Outcomes
- Program Alignment with Regional Labor Market
- Infrastructure Improvements & Fiscal Sustainability
- Culture & Climate

Desired Features of Strategic Initiatives <i>Initiatives that . . .</i>	Components of Guiding Documents <i>To align directly with . . .</i>
are student-centered, equity-focused, community-oriented, or promote social justice	Mission, Vision, and Values Statements
are impactful	Strategic Actions and Potential Strategies identified in the EMP
support activities documented in other NVC plans at institutional or program level	Student Equity Plan (SEP), Program Review, other existing plans
implement components of the Guided Pathways framework	EMP Goals 2, 5, Guided Pathways Essential Practices
focus on improving the student experience	Student Progression Graphics (Pages 22 & 23 of EMP), Engagement with Student Advisory Council
improve performance on measures of student success and institutional effectiveness	EMP Goals 1, 2, 3
promote operational efficiencies	Board Goal 2

INSTITUTIONAL PLANNING PRIORITIES 2026-2027*



*AND INITIAL for 2027-2028

Desired Features of Strategic Initiatives <i>Initiatives that . . .</i>	Components of Guiding Documents <i>To align directly with . . .</i>	Additional Guidance/Details* <i>With a specific focus on . . .</i>
are student-centered, equity-focused, community-oriented, or promote social justice	Mission, Vision, and Values Statements	Transforming student lives and enhancing support services to address students' basic needs and access to mental health services
are impactful	Strategic Actions and Potential Strategies identified in the EMP	Operationalizing EMP Goals and increasing performance on fall-to-spring persistence, completion, and transfer; decreasing units attempted and earned, and time to completion
support activities documented in other NVC plans at institutional or program level	Student Equity Plan (SEP), Program Review, other existing plans	Disproportionately impacted student subpopulations in 2022-2025 or 2025-2028 SEP; implementing strategies identified in Technology Master, Facilities Master, or Equal Employment Opportunity Plans (TMP, FMP, EEO)
implement components of the Guided Pathways framework	EMP Goals 2, 5, Guided Pathways Essential Practices	Increasing performance on Guided Pathways metrics – application to enrollment, persistence, completion of transfer-level math and English, transfer, and completion, including expansion of Credit for Prior Learning (CPL)
focus on improving the student experience	Student Progression Graphics (Pages 22 & 23 of EMP), Engagement with Student Advisory Council	Tools and improvements in processes/practices to facilitate student completion and achievement of educational goals; simplify pathways for student completion
improve performance on measures of student success and institutional effectiveness	EMP Goals 1, 2, 3	[specific metrics highlighted above]
promote operational efficiencies	Board Goal 2	Tools to support initiatives that are currently underway (e.g., Strong Start – Stay on Track – Successful Finish, 15 to Finish) and implement process improvements, modernize infrastructure, support



Improvements to Strategic Initiatives Submission Form

2025-2026 Cycle:

- Migrated from Excel format to Word – provided additional space for describing SIs

2026-2027 Cycle:

- Embedded direct references to Prioritization Rubric
- Reduced number of prompts (11 to 9)

Prioritization Rubric

- Reduced number of dimensions (7 to 5)
 - Collaboration & Initial Planning
 - Strategic Impact
 - Promotion of Other Plans
 - Plan Components
 - Impact of Initiative
- General description of each score (1 – 3 – 5) for all rubric dimensions



Planning & Budget Development Website

<https://www.napavalley.edu/about/administrative-services/planning-and-budget-development.html>

Past Cycles:

- Templates & Supporting Documentation for SI Submission (4 Items)
- Context for Planning (e.g., EMP, other institutional plans, Guided Pathways practices) – updated, where necessary

Additional Resources for Context – Introduced for 2026-2027 Cycle:

- Dr. Powell's Fall 2025 Flex Day Presentation
- Planning Template (Administrative Retreat, August 2024)
- RPIE Summaries/Research Repository
 - Topics include: Guided Pathways, Credit for Prior Learning, 15 to Finish, and Justice-Impacted



Review 2022-25 and 2025-28 Student Equity Plans. Include specific references to:

- Disproportionately Impacted Populations
- Strategies to reduce equity gaps as identified in SEP for student success metrics
- Vision 2030 Alignments
- How your initiative is race-conscious and will contribute to more inclusive environments or practices for supporting racially minoritized student populations



Additional Support

- Resources available on Planning & Budget Development website:
<https://www.napavalley.edu/about/administrative-services/planning-and-budget-development.html>
- For questions regarding Strategic Initiative submissions, contact:
 - Robyn Wornall
 - Planning Committee member
- For questions regarding Student Equity-related Initiatives, contact:
 - Patricia van Leeuwaarde Moonsammy
 - Diversity, Equity & Inclusion Committee member
- For guidance regarding Planning in a Lean Budget Year
 - See slide 3 of this presentation



Strategic Initiatives Forum

Questions?