



California Community Colleges

Institutional Effectiveness

Institutional Effectiveness Partnership Initiative Partnership Resource Teams Institutional Innovation and Effectiveness Plan Date: May 17, 2024

Name of Institution: Gavilan College

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
A. Best practices to update our 2018 Strategic Enrollment Management Plan	<ol style="list-style-type: none"> 1. Establish College Data Governance Policy and Procedures. 2. Create and maintain data mapping documentation, identifying data sources, location of and access to data elements, and element definitions to ensure standard and correct practices. 3. Engage in Data Clean-up activities utilizing reports designed to identify discrepancies in Banner field data. 4. Institute an audit process for Banner configuration and student accounting methods to sustain data integrity continuously. 	IR Director VPAA IT Director	December 15, 2024	<ol style="list-style-type: none"> 1.a. Review applicable existing policies and procedures. 1.b. Identify gaps and inconsistencies. 1.c. Modify existing policies and procedures and add new ones as needed to address needs thoroughly. 2.a. Engage in data analysis and identify inconsistencies and other deficiencies in data documentation and practices. 2.b. Create a data dictionary and data cookbook, and otherwise improve data documentation and practices in accord with the findings. 3.a. With the assistance of a hired Banner Expert, identify and resolve issues impacting the data accuracy. 3.b. Create audit, job scheduling, and other reports, using the services of a hired report writer. 3.c. Monitor data integrity regularly using those reports, and make improvements as needed; provide training on a regular basis to all applicable personnel. 	<ol style="list-style-type: none"> 1.a. Review completed 1.b. Deficiencies identified 1.c. Policies and procedures updated 2.a. Deficiencies identified 2.b. Data dictionary and cookbook created; documentation and procedures improved as needed 3.a. Consultant hired; issues identified and resolved 3.b. Writer hired; reports created 3.c. Long-term data integrity monitoring and improvement commenced; training provided <p>Overall Outcome Measures</p> <ol style="list-style-type: none"> 3.d. Consistent data regardless of the reporting system 3.e. SEM Plan updated based on improved data practices and reporting 	<ol style="list-style-type: none"> a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
B. Enrollment Management systems	<ol style="list-style-type: none"> Standardize scheduling practices and train key personnel to prevent data integrity issues on the front end. Develop and implement key enrollment reports and metrics that will regularly inform college leadership and the community. Configure divisions, departments, and courses in Banner to align with the institution's organizational structure. 	Academic Scheduling Coordinator VPAA Deans A&R Curriculum Specialist IT IR	December 2024	<ol style="list-style-type: none"> Review existing scheduling practices and identify inconsistencies and other problems. Modify practices to address those problems. Update and disseminate Scheduling Manual to reflect those modified practices; periodically review and update the Manual as needed. Train Faculty schedulers, Division Administrative Assistants, and Deans to follow the standardized practices in the Manual. In consultation with SEM Committee and power users, develop specifications for metrics and key enrollment reports (e.g., 10% reporting done before running the 320 reports; other audit reports). Using those specifications, design, implement, and disseminate key enrollment reports and metrics. Review current configurations in Banner and identify misalignments. Reconfigure Banner to correct misalignments. 	<ol style="list-style-type: none"> Problems identified Practices modified Manual updates and disseminated; period reviews scheduled Training scheduled and held periodically as needed Consistent Scheduling Practice followed in all offices Specifications completed Key enrollment metrics and reports completed and disseminated Estimated FTES and the 320 report closely match; FTES from different dashboards closely match. Review completed; misalignments identified Misalignments corrected in Banner 	<ol style="list-style-type: none">
C. Universal access to the data	<ol style="list-style-type: none"> Continue workshops and provide documentation for all data consumers on the best practices of capturing, storing, accessing, reporting, and interpreting data. Catalog existing reports to assist users in locating them. 	IR VPAA IT Director	Fall 2024/Spring 2025	<ol style="list-style-type: none"> Schedule and hold workshops to meet needs specified in the Objective. Provide manuals or handbooks, both for use in workshops and for everyday reference. Build, disseminate, and maintain a searchable catalog of existing reports. Create and disseminate an Inventory of everyday use 	<ol style="list-style-type: none"> Workshops held Manuals or handbooks created and distributed Catalog created, disseminated, and regularly maintained Inventory completed and disseminated Analysis completed Analysis completed; pros and cons identified 	<ol style="list-style-type: none">

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
	3. Identify what information is needed by whom and for what purpose as a baseline for developing improved access, tools, and methods. 4. Evaluate whether the data environment offered by Banner is sufficient or whether there is a need to develop a data warehouse. 5. In accord with the inventory and evaluation findings, develop and implement a data platform to host the college's institutional data. 6. Ensure that adequate staff are available to accomplish the goals of universal access to data.			reports, including the information included, purposes, and typical users. 4.a. Analyze both strengths and weaknesses in Banner's existing capacity to meet data access and reporting needs. 4.b. Analyze data warehouse options that are now available or could be developed in-house and determine the pros and cons of each option. 4.c. Based on the previous two Steps, recommend the course of action (i.e., enhancing Banner or choosing a new data warehouse option) that will best meet the needs of the College, given the resources likely available. See also the next Steps. 5.a. Set specifications for an institutional data platform in accord with the recommendations from the previous Step. 5.b. Design or purchase a platform that meets those specifications. 5.c. Implement the chosen platform. 6.a. Hire an institutional research director and research staff sufficient to support the achievement of the Objectives in this Area.	4.c. Recommendations issued and approved 5.a. Specifications created and approved 5.b. Platform designed or purchased 5.c. Platform implemented 6.b. Hiring completed	
D. Offer professional development for faculty and staff on how to access reliable data and how it will be used	1. Provide training and documentation of processes for key personnel (schedulers, lead scheduler schedules, institutional researchers, A&R, department chairs, and deans) and other faculty, staff, and administrators.	IR VPAA Senate	Fall 2024/Spring 2025	1.a. With the assistance of one or more hired consultants, develop and implement a program to train schedulers, A&R, department chairs, and deans on how to access and interpret enrollment data. 1.b. Update materials and training as needed on a regular basis.	1.a. Training program developed and implemented 1.b. Schedule and process for updating materials and training program implemented Overall Outcome Measures 1.c. Employees are familiar with how to access the data. 1.d. Increased confidence in all data	a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
					1.e. Reduction in report requests	
E. Ensure campus-wide communication of the updated plan and data	<ol style="list-style-type: none"> 1. Publish draft versions of the revised Strategic Enrollment Management Plan, incorporate feedback as appropriate, and finalize the Plan. 2. Publish enrollment management data. 3. Share the data and allow for interactive dialogue regarding data, format, and timelines. 	IR VPAA Senate SEM Team	Fall 2024/Spring 2025	<ol style="list-style-type: none"> 1.a. Publish to the campus community each successive draft of the revised SEM Plan. 1.b. Solicit feedback on each draft through established channels and incorporate feedback as appropriate. 1.c. Obtain all necessary approvals on the final draft and make it available to all members of the campus community. 2.a. On a regular basis, publish enrollment management data to the campus community. 3.a. Share and discuss the data and implications at least annually through forums, town halls, inquiry groups, participatory governance committee meetings, and/or other events. 3.b. Solicit feedback on the effectiveness of the events listed above, and make improvements as needed. 	<ol style="list-style-type: none"> 1.a. Drafts published 1.b. Feedback solicited and incorporated as appropriate 1.c. Final SEM Plan approved and disseminated 2.a. Public-facing data published 3.a. Initial set of events held and documented 3.b. Feedback solicited and improvements implemented as needed 	<ol style="list-style-type: none"> a. b.

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
C. Universal access to the data	5. In accord with the inventory and evaluation findings, develop and implement a data platform to host the college's institutional data. 1. Continue workshops and provide documentation for all data consumers on the best practices of capturing, storing, reporting, and interpreting data.	Acquire a Data Platform License or design and implement a data platform.	\$60,000
C. Universal access to the data	6. Ensure that adequate staff are available to accomplish the goals of universal access to data.	Research staff salaries <ul style="list-style-type: none"> Hiring of a research director Hiring of research staff 	\$95,000
D. Offer professional development for faculty and staff on accessing reliable data and how it will be used.	1. Provide training and documentation of processes for key personnel (schedulers, lead scheduler schedules, institutional researchers, A&R, department chairs, and deans) and other faculty, staff, and administrators.	Data training and professional development for faculty, staff, and administrators. <ul style="list-style-type: none"> Fees for consultants to provide training Stipends for faculty and staff to participate in the training and serve as data coaches Attend the enrollment academy conferences 	\$32,000
A. Best practices to update our 2018 Strategic Enrollment Management Plan	4. Institute an audit process for Banner configuration and student accounting methods to sustain data integrity continuously. 3. Engage in Data Clean-up activities utilizing reports designed to identify discrepancies in Banner field data.	Fees for expert consultants. <ul style="list-style-type: none"> Perform audit on the 320 reports Review the college's use of accounting methods Review scheduling processes and impact on collecting apportionments 	\$13,000
Total IEPI Resource Request (not to exceed \$200,000)			\$200,000

Approval	
Chief Executive Officer	
Name: Dr. Avila Pedro	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President	
<i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Cherise Mantia	
Signature or E-signature:	Date: