



# California Community Colleges

## Institutional Effectiveness

**Institutional Effectiveness Partnership Initiative  
Partnership Resource Teams  
Institutional Innovation and Effectiveness Plan  
Date: 12/20/2022**

**Name of Institution: Grossmont College**

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
A. Operational Processes (#2 Human Resources in Menu of Options)	1. Establish Grossmont-specific extended onboarding/orientation processes for managers, faculty, and classified professionals	Grossmont College Operational Excellence Steering Committee  Handbook Team included designated lead	Spring 2024	a. Create and implement new Grossmont employee handbook <ul style="list-style-type: none"> <li>• Consult with constituency leadership</li> <li>• Consult with HR regarding existing district onboarding</li> <li>• Collect existing documentation and information from all units and human resources</li> <li>• Collect and examine sample handbooks from other institutions</li> <li>• Draft/revise Handbook</li> <li>• Establish "ownership" and update process</li> </ul> b. Develop an extended and engaging orientation and development experience for each/all employee group(s) <ul style="list-style-type: none"> <li>• Review of internal/external orientation programs</li> <li>• Explore mentorship programs</li> <li>• Train existing employees in new processes</li> </ul>	a. Formation of lead team, and identification of consultant; research & consultation summary document; identification of ownership and update process; completion of draft; publication of handbook on website  b. Summary of mentorship/orientation research findings; completion of training program document(s); implementation of training;	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. Operation Processes (#4 Operational Processes in Menu of Options)	1. Conduct operational audit	Grossmont College Operational Excellence Steering Committee  Operational audit team including designated lead	Spring 2024	a. Engage a consultant to co-develop and facilitate an operational process audit to include: <ul style="list-style-type: none"> <li>• Identification/review of current processes</li> <li>• Investigation of high impact practices (including streamlining of signature processes), e.g., NANCE, department, and division budget expenditures</li> <li>• Collective discussion, revision, and approval of processes (to include faculty, staff, administration, and students).</li> <li>• Creation of a handbook</li> <li>• Make handbooks available online</li> </ul>	a. Formation of lead team; identification of consultant; creation of formal audit process plan; completion of audit; completion of manuals (containing existing procedures); manuals made available online; completion of systematic review/revision of existing policies/procedures; completion of manuals (containing updated procedures); completed long-term update/maintenance and accountability plan	a. b.
C. Operational Processes (#5 Technology Implementation in Menu of Options)	1. Incorporate annual resource request into Nuventive	Grossmont College Operational Excellence Steering Committee  CPIE Dean	Fall 2023	a. Work with participatory governance committees to standardize and finalize resource request forms b. Work with vendor to incorporate forms into Nuventive	a. Completion of standardized form elements b. Completion of resource request process in Nuventive	a. b.
D. Operational Processes (#1 Governance in Menu of Options)	1. Participatory governance refresher	Grossmont College Operational Excellence Steering Committee  Governance Team, including designated lead	Fall 2023	a. Complete handbook update (including operational component) b. Explore the possibility of bringing back consultant team from the previous IEPI work on governance reorganization to review progress; and to discuss a plan for sustaining a culture of accountability & collaboration c. Reintroduce and adhere to handbook <ul style="list-style-type: none"> <li>• Implement college-wide training on governance/committee participation</li> <li>• Set annual planning cycle for governance committees</li> </ul>	a. Constituency groups review & approve the handbook as a working document; college council reviews and recommends approval of handbook to college president. b. Identify & hire consultant(s) consultant(s) to work with the lead team & college council to refine membership roles & responsibilities; c. Completion of training documents; presentation/recommendation at college council; implementation of training; completed long-term updated/training and accountability plan d. College convener and co-chairs calendar planning meeting during flex week.	a.

## 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
A. Operational Processes (#2 Human Resources in Menu of Options)	1. Establish Grossmont- specific onboarding/orientation processes for managers, faculty and classified professionals	1. Funding for research, and for drafting/revising finished materials 2. Professional Development/Training	1. \$ 15,000 2. \$ 10,000
B. Operational Processes (#4 Operational Processes in Menu of Options)	1. Conduct operational audit	1. Consultant(s) (to guide a leadership team through audit.) 2. Professional development/training/event facilitation 3. Funding for collection/review/drafting of procedures and audit materials 4. Funding for team leadership efforts 5. Funding for drafting/revising finished operational manuals	1. \$100,000 2. \$ 30,000 3. \$ 30,000 4. \$ 5,000 5. \$ 5,000
C. Operational Processes (#5 Technology Implementation in Menu of Options)	1. Work with vendor to incorporate forms into Nuventive	1. Funding for Grossmont/Nuventive collaboration on technical implementation of materials into the system.	1. \$ 5,000
D. Operational Processes (#1 Governance in Menu of Options)	1. Participatory governance refresher	Consultant(s) to guide a lead team in updating and operationalizing the governance handbook.	(Cost folded into audit consultation estimate: See area of focus B1 above).
<b>Total IEPI Resource Request (not to exceed \$200,000)</b>			\$200,000

<b>Approval</b>	
<b>Chief Executive Officer/College President</b>	
Name: <b>Denise Whisenhunt, J.D.</b>	
Signature or E-signature: <i>Denise Whisenhunt</i>	Date: 1-10-23
<b>Project Co-Director</b>	
<b>Interim Sr. Dean College Planning &amp; Institutional Effectiveness</b>	
Name: <b>Joan Garcia Ahrens, Ed.D.</b>	
Signature or E-signature: <i>Joan Ahrens</i>	Date: 1-10-23
<b>Approval Project Co-Director</b>	
<b>Interim Dean of Learning Technology &amp; Resources</b>	
Name: <b>Tate Hurvitz, Ph.D.</b>	
Signature or E-signature: <i>Tate Hurvitz</i>	Date: 1/11/2023

<b>Collegial Consultation with the Classified Senate</b>	
<b>Classified Senate President</b>	
Name: <b>Michele Martens, B.A.</b>	
Signature or E-signature: <i>Michele Martens</i>	Date: 1/11/2023
<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b>	
Name: <b>Pearl Lopez, Ed.D.</b>	
Signature or E-signature: <i>Pearl Lopez</i>	Date: 01.12.2023