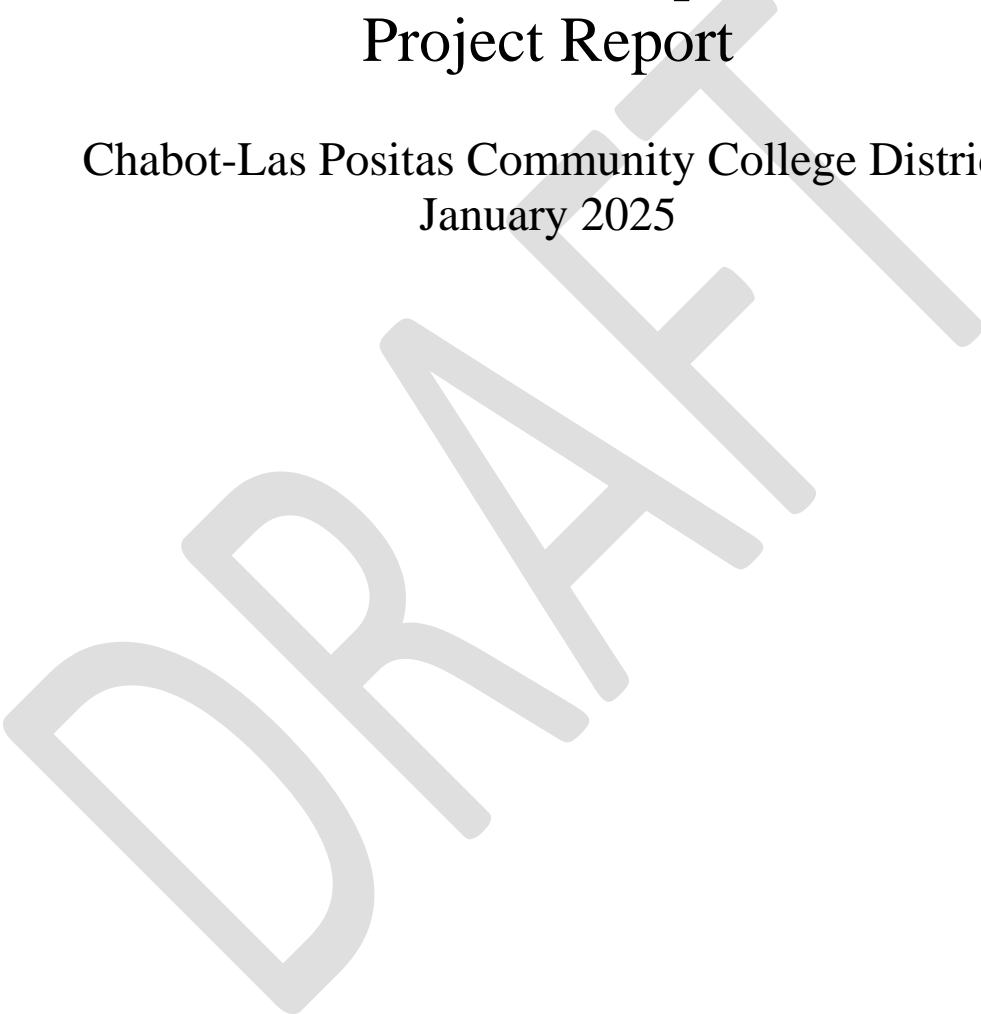


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Winter Intersession Implementation Project Report

Chabot-Las Positas Community College District
January 2025



1 Introduction

2 The district will be introducing a new winter intersession beginning in December 2025. This
3 initiative will provide greater flexibility and opportunities for students to achieve their academic
4 goals by allowing students to accelerate their progress toward degree completion, catch up on
5 prerequisites as well as potentially fiscally benefiting the district.
6

7 While a winter intersession is a straightforward concept, implementation will require a district-
8 wide effort. This effort starts with making key decisions, extends through reflecting those
9 decisions in Banner and associated systems, developing and providing student and faculty
10 support, and concludes with successfully rolling the intersession's grades. The implementation
11 requires buy-in and coordination from multiple divisions and departments, both in what needs to
12 be done and what needs to be set aside until the implementation is complete.
13

14 This document will outline the high-level plan and associated timeline to implement a winter
15 intersession in academic year 2025-26. Additional planning and decision making will need to
16 occur over the course of the project. In order to narrow the scope of options, simplifying
17 implementation, certain assumptions and parameters must be made.
18

19 Assumptions

20 This document assumes the following:

- 21 • The 2025-26 Academic Calendar, that includes the 2025 winter intersession, is attached
22 as Exhibit A.
- 23 • The winter intersession will operate as a "standalone," independent of both the fall and
24 spring semesters. This approach eliminates concerns related to the 67% law, streamlines
25 the process for finalizing and distributing student grades without waiting for a longer,
26 combined term to conclude, and ensures that units taken during the intersession are not
27 counted toward the total units carried by students during primary terms. This structure is
28 designed to provide students with maximum flexibility while maintaining compliance
29 with regulatory guidelines. There will be a single registration period for both winter and
30 spring terms that aligns to the current timeline with priority registration beginning in
31 November. Although considered, moving priority registration up to October would
32 require changes to the spring scheduling process that would bleed into summer when
33 faculty are not under contract.
- 34 • The 2025 winter intersession classes will be 100% online courses.
- 35 • These classes will neither have nor will be pre-requisites for other classes. This
36 eliminates a situation where a student needs a grade from the intersession to get into
37 another term's classes or vice versa.
- 38 • Decisions around staffing for student and faculty support will be influenced by or
39 determined as part of impacts bargaining and are outside the scope of this document.
- 40 • The district will be granted all necessary approvals (local and state), although none are
41 anticipated at this time.
- 42 • The district intends to switch to a compressed calendar in the 2026-27 academic year.
- 43 • The district will prioritize the timely completion of the winter intersession
44 implementation by balancing work on current and planned future projects while
45 refraining from taking on new initiatives that could pose a risk to its successful execution.

1 The project will be prioritized throughout the district. Staff will be made available and
2 non-project meetings will be rescheduled, if needed.

- 3 • A separate database instance, WICC (winter intersession and compressed calendar) with
4 associated servers and a 2nd Ellucian Ethos service will be deployed in order to maintain
5 a proper proto-typing and testing environment.
- 6 • The new intersession will require changing the “term codes” in Banner. “Term codes”
7 must be sequential and are used pervasively throughout the system with impacts on
8 processing, reporting and 3rd party interfaces.
- 9 • The change to the new attendance accounting formula will occur in the 2026-27
10 academic year in conjunction with the compressed calendar project.
- 11 • The term codes will change from summer = 01, fall = 02, and spring = 03 to summer =
12 01, fall = 02, winter = 04, and spring = 05.

13 Proposed Timeline

14 The following is a working timeline, with a formal kickoff and opening of the WICC
15 environment in April. Some activities have already commenced, and decisions have been made.
16
17

18 January 2025

- 19 ▪ Verify and codify that framing decisions for the new term comply with Title V
20 requirements.

21 February 2025

- 22 ▪ Develop draft schedules with the vice presidents of Academic Services, deans and
23 schedulers.
- 24 ▪ Determine key term details including registration periods, session durations.
- 25 ▪ ITS begins to build out the WICC environment.
- 26 ▪ Academic Calendar Committee formally approves the winter intersession dates.
- 27 ▪ Meet with Board of Trustees to update and gain approvals.

28 March 2025

- 29 ▪ Formal local approval.
- 30 ▪ Formally initiate project and kickoff with project team. - MILESTONE
- 31 ▪ Continue the buildout of the WICC environment.
- 32 ▪ PRMG submits final draft of summer/fall course schedule with winter intersession
33 announcement.

34 April 2025

- 35 ▪ ITS makes WICC available to the project team. - MILESTONE
- 36 ▪ Prototype Banner Settings in WICC.
- 37 ▪ ITS, Academic Services, and Admissions & Records create term codes, define academic
38 calendar dates, course attributes, and intersession schedule of classes.
- 39 ▪ ITS and Financial Aid configured for winter intersession.
- 40 ▪ ITS begins review/remediation of reports and interfaces.
- 41 ▪ ITS, HR and Payroll evaluate Faculty Load and Compensation (FLAC) and other reports
42 and processes.
- 43 ▪ Academic Calendar Committee meets to build 2026-2027 calendar.

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May 2025

- Prototype and test Banner settings in WICC.
- ITS, Academic Services, and Admissions & Records create term codes, define academic calendar dates, course attributes, intersession schedule of classes.
- ITS and Financial Aid configure for winter Intersession.
- ITS continues review/remediation of reports and interfaces.
- ITS, HR and Payroll evaluate Faculty Load and Compensation (FLAC) and other reports and processes.

June 2025

- Complete prototype and test Banner settings in WICC.
- ITS, Academic Services, and Admissions & Records create term codes, define academic calendar dates, course attributes, intersession schedule of classes.
- ITS and Financial Aid configure for winter intersession.
- ITS begins review/remediation of reports and interfaces.
- Begin configuration of PROD - MILESTONE
- Continue review/remediation of reports and interfaces.
- Start building winter schedule in PROD.
- ***KICK OFF COMPRESSED CALENDAR PROJECT***

July 2025

- Continue PROD buildout.
- Continue review/remediation of reports and interfaces.
- Faculty and staff training and support efforts created and implemented.

August 2025

- Continue PROD buildout.
- PRMG begins development of the printed winter/spring course schedule.
- Continue review/remediation of reports and interfaces.

September 2025

- Continue review/remediation of reports and interfaces.
- Begin planning for winter intersession student and faculty support.
- Sign off on PROD completion. - MILESTONE

October 2025

- PRMG submits final draft of the winter/spring course schedule.
- Continue planning for winter intersession student and faculty support.
- Schedulers finalize winter/spring schedule in Banner.
- Advertising campaign for winter intersession offerings begins.

November 2025

- Printed winter/spring schedule is delivered via USPS.
- Registration for winter/spring begins. - MILESTONE
- Targeted advertising of winter intersession begins ahead of priority registration.

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December 2025

- Begin winter intersession.
- Implement student and faculty supports.

January 2026

- Finalize term with end-of-term processing.
- Continue student and faculty supports.

February 2026

- A thorough project review is performed to identify changes needed for 2026-27 that take the new compressed calendar into account.
- Project closeout.

Cross Departmental Coordination

As stated previously, this will be a district-wide effort, and an empowered project manager will be needed to coordinate efforts using formal project management practices. A small and focused dedicated project team should be formed from the units listed below. However, it is noted that the regular operational work must still take place while the project is underway. The following is a high-level list of departmental contributions to the project.

Information Technology Services (ITS): ITS will contribute throughout the life of the project from creating and configuring the WICC environment to advising on issues as they arise. ITS will also update reports and 3rd party interfaces to reflect the changes in term code structure. It should be noted that in addition to the project, ITS is responsible for operations and processing needed to start and end terms. These activities will need to be reviewed with new timelines taking the winter intersession into account. Maintaining the student Help Zone and internal help desk is a key function of ITS during the start and throughout academic terms. Strategies for supporting these areas during the break will need to be developed and service levels will need to be agreed upon.

Academic Services/Scheduling: Much of the decision making needed from Academic Services will be frontloaded in the project and has, in some cases, already happened. Academic Services will need to determine which courses are taught in the new term and faculty assignments. Scheduling will need to implement those decisions in both WICC for prototyping and PROD for production. A common theme in discussions around scheduling has been the need to meet deadlines by those who contribute to the scheduling process. The 67% law reports must be updated. A review of the recruiting timeline for the intersession should be used to coordinate hiring any adjunct faculty needed to teach during the new term.

Human Resources and Payroll: The Faculty Load and Compensation (FLAC) system will need to be updated to account for the new term and the changes in the term codes as a distinct part of the academic year for contract and pay processing. Depending on changes required to the web interface, training for deans and faculty may be needed. The Leave Accrual and Step Increase for part-time/overload process will need to be evaluated according to contract language. Human Resources may also need to interface with the bargaining units as issues arise.

1
2 *Public Relations, Marketing and Government Relations (PRMG):* Marketing the new term will
3 be one of the many keys to its success. PRMG will need to develop a plan to announce and
4 promote the new term, as well as integrate it into existing processes and documents in the way
5 summer and fall are linked. Additional decisions will need to be made once it is determined
6 whether the registration period for winter and spring will be the same. This will help determine
7 advertisement placement dates. There are also additional questions about whether a separate
8 class schedule for winter will be printed and mailed or whether the spring class schedule will
9 include winter intersession classes and will be printed as a winter/spring class schedule.

10
11 *Distance Education:* Per the assumption above, the courses will be taught online through Canvas.
12 The Distance Education staff at each college will be responsible for working with ITS and
13 Canvas/Instructure to ensure that required changes to the Banner/Canvas interface are working as
14 expected. Additionally, Distance Education will need to define support for faculty and students
15 who have issues with Canvas during times when the district is closed. It will be important that
16 professional development requirements for working in Canvas are maintained for instructors
17 teaching the intersession to minimize disruptions during a shortened session.

18
19 *Business Services:* Business services will need to coordinate with ITS to update 3rd party
20 interfaces, particularly the payment processor, Heartland. Business Services will also need to
21 work with ITS and the colleges' Financial Aid departments to disburse funds for the standalone
22 session.

23
24 *Financial Aid:* Per the Financial Aid departments, the standalone nature of the winter
25 intersession requires that "[The district] must, by the seventh day of the payment period, provide
26 a way for eligible students to obtain or purchase the books and supplies applicable to the
27 payment period" 9 eCFR::34 CFR 668.164 -- Disbursing funds. This may require, depending on
28 the approved dates by the Calendar Committee, a disbursement over the break and close
29 coordination with the Financial Aid Departments, Business Services, and ITS will be needed to
30 implement and support the additional processing.

31
32 *Admissions & Records/DegreeWorks Admins:* We can expect that Admissions & Records, along
33 with their support role for DegreeWorks, will work most closely with ITS to set up the new
34 intersession and term codes in both systems. Testing will be key to avoiding mistakes in set-up,
35 which can impact processes downstream.

36
37 *Intuition Research (IR):* Conversations with the colleges' IR departments have indicated that
38 reports they generated are constantly reviewed and updated. Going forward this process will
39 include remediating any errors in reports caused by the new term structure.

40 41 Workflow Adjustments

42 Workflow adjustments can be divided into two groups: additional activities resulting from the
43 Winter Intersession project, and changes to existing tasks as a result of the winter intersession
44 occurring during the former break used for processing the end and start of terms.

- 45 ▪ New activities are essentially those needed to set up and maintain a typical term in the
46 system. In some cases, they will be smaller tasks than those of other terms because the

1 winter intersession is smaller, but they will still need to be done. These activities include
2 term set up, scheduling classes, and student/faculty support services during the
3 term/break on top of those needed for the other three terms.

- 4 ■ There are several processes whose timing will need to be changed to accommodate the
5 new intersession. Operationally, tasks like the grade roll, drop for non-payment, and
6 satisfactory academic progress may be shifted and could occur during rather than
7 between terms.

8
9 Departments will need to analyze their workloads, staffing and constraints to assess the needs to
10 change workflows and augment staffing (if needed) in the steady state post project.

11
12 CLPCCD needs to ensure enrolled students, regardless of modality or term, have equitable
13 access to services and programs, per Accreditation.

14 15 Resource Allocations

16 As stated above, ITS will use outside contractors to assist in the build out of the WICC
17 environment. These resources are already under contract and can be re-directed to perform
18 system set up as these tasks are not particularly unique to CLPCCD. There will be relatively low
19 costs for both the additional OCI resources needed for the WICC instance and the additional
20 ETHOS connection.

21
22 Outside of ITS, the belief has been that bringing in additional resources would slow down the
23 project due to the overhead of training and correcting mistakes. The “it is easier to just do it
24 ourselves” approach is common throughout the district and reflective of the complexity of the
25 systems and the knowledge needed to maintain them.

26 27 Risks

28 There are always risks associated with large-scale projects of this kind, a key part of planning is
29 asking the question “What could go wrong?” followed by “How do we avoid or fix it if it does?”

30
31 *Incorrect set up prohibits students from registering, faculty from being paid, financial aid from*
32 *being disbursed, etc.* This is, essentially, the risk of “it did not work.” While the effects would be
33 significant, they can be avoided through adhering to schedules and thorough testing. To
34 accomplish the latter, ITS will build an entirely new instance, WICC, that would only be used for
35 prototyping and testing the winter intersession. Hosting Banner in the Oracle Cloud
36 Infrastructure (OCI) makes this possible since the on-premises hardware had reached its storage
37 capacity. The process for building the new instance is resource intensive and ITS will utilize
38 consultants already on contract to expedite the buildout. Additionally, the district already uses its
39 two connections to Ellucian’s Ethos tool that integrates Banner to 3rd party resources. ITS has
40 requested and been given a quote for a third, one-year connection.

41
42 *Reports are incorrect.* Term codes are used in hundreds of reports relied on throughout the
43 district. Changes to the term code sequence will ripple across the systems, and reports could fail
44 to run or provide incorrect information if not thoroughly reviewed and remediated if
45 needed. The WICC Banner instance will allow for more accurate report reviews over a longer
46 period of time, and a detailed schedule of when remediated reports are needed will be compiled.

1
2 *Failure to meet deadlines.* In addition to the project’s milestones and due dates, there will be new
3 deadlines for setting up the additional term. It is critical that scheduling be given the information
4 needed in a timely fashion. A key factor will be whether staff must respond to an unexpected
5 outage or issue that pulls them away from work on the project for an extended period of time.
6 The project manager will need to be sure to factor in ongoing and emergency work in the final
7 project schedule.

8
9 *Lack of support during the winter break.* The start to our three current terms are met with a flurry
10 of activity. Students may need assistance with clearing a hold or getting access to Canvas.
11 Faculty may need help issuing an add code. Part of the district’s anti-fraud measures requires
12 some students to verify their identities in person before registering for online, asynchronous
13 courses. These cases all require staff interventions that may need to happen over the break or on
14 a holiday. The risk can be mitigated through early planning with the affected parties that may
15 include discussions with the bargaining units.

16
17 Opportunity Costs
18 Opportunity Costs consist of the activities that we will forgo to implement the winter
19 intersession. The majority of these costs will be in delayed projects, leaving only those needed
20 for compliance. It must be emphasized that discipline will be needed across the organization to
21 keep the affected departments’ workload clear of new initiatives until after their winter
22 intersession tasks are completed. These initiatives can take the form of new grants, software
23 purchases or upgrades to services that require interfaces with Banner.

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EXHIBIT A

Chabot-Las Positas CCD non-compressed academic calendar

2025 to 2026

Aug 2025							Sep 2025							Oct 2025						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6				1	2	3	4
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31	
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Nov 2025							Dec 2025							Jan 2026						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1		1	2	3	4	5	6					1	2	3
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	31
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Feb 2026							Mar 2026							Apr 2026						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	22	23	24	25	26	27	28	19	20	21	22	23	24	25
							29	30	31					26	27	28	29	30		

May 2026							Jun 2026							Jul 2026						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
					1	2		1	2	3	4	5	6				1	2	3	4
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11
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17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25
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NOTE: 2 Variable Flex Days are provided for the Faculty each year.

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