

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

College Planning Council
Santa Barbara City College

Tuesday, June 21, 1995

MINUTES

Present: Dr. Peter MacDougall (Chair), Mrs. Lynda Fairly, Dr. Jack Friedlander, Mr. Tom Garey, Mr. Bill Hamre, Dr. Charles Hanson, Mr. Bill Hull, Mr. Dan Oroz, Mrs. Janice Peterson and Mr. John Romo

Absent: Ms. Cecelia Kuster, and Ms. Kathy O'Connor

Guests: Ms. Jo Bedard, Mr. John Marrazzo and Ms. Ana Wilson

I. Call to Order

The meeting was called to order at 8:30 a.m.

II. Approval of Minutes from June 2, 1995 Meeting

The Minutes were approved as read.

III. The Chair reviewed John Marrazzo's meetings so far and invited John to comment. John said he was pleased to be back in Santa Barbara. Ana Wilson summarized discussions and outcomes. John noted that the Credit Schedule Development Project was more appropriate for TQM than BPR. The Team will meet but with revisions to its approach. Dr. Friedlander noted that project would be slated for BPR next summer. The Chair expressed concern that the team must have clear outcomes. He also noted that an additional agenda item would be an update on the Pilot Project.

IV. Finalize End Results for the Next Set of Projects

- A. Testing: Dr. Friedlander distributed copies of the responses to the eight questions. The Council discussed details of end results, constraints and team composition.
- B. Credit Schedule Development: Changed to a TQM Project.
- C. Marine Technology: Dr. Friedlander distributed copies of the responses to the eight questions and noted the addition of Karolyn Hanna as the team leader.
- D. Computer Allocation: The Council reviewed Mr. Hamre's material. This team needs a team leader and a faculty representative. Concern was expressed about the lack of administrative representation. Discussion suggested a possible need to reschedule this redesign project at a later date in order to secure the needed team member. The project was tentatively rescheduled for late-September/early-October with Janice Peterson as team leader and John Romo as a team member.
- E. Reprographics: John Marrazzo had some concern about clarity of end results. Dr. Hanson responded to questions and the Council suggested rephrasing of end

results: "How the College will provide services for printing, copying, duplication, publication, document transmittal/reception/creation and other reprographic services." Dr. Hanson suggested: "Develop effective and efficient reprographic services such as printing, copying, duplication, publication, document transmittal/reception/creation and other reprographic services." John Marrazzo suggested that this phrasing might be included in constraints in order to limit the project's scope. The project needs a team leader and possibly an external person who brings no baggage to the process. Kickoff date suggests need for training in early-September. Lana Rose was suggested as a team leader and she agreed to do it.

- F. Credit Registration: Mrs. Fairly discussed the project focus.
- G. Student Fee Payment: Dr. Hanson responded to questions and comments. It was noted that there is a strong link between this project and the previous one on credit registration. Mr. Marrazzo suggested that wording for outcomes should be rephrased to include "payment of all fees in a timely, accurate, efficient and easy to understand method any time, any place." Constraints need to be added such as auditability.
- H. Purchasing: The Council offered some suggestions on end results, constraints, and team composition. It was agreed to shorten the time to three weeks (November 1 - November 21).

V. Evaluation Factors for Outcomes of Project Redesign

The Chair referred the membership to the three resources we have to evaluate redesign: the Goals/Expectations, CPC responses to Question 10 and the Planning and Resources Committee criteria for Reviewing Redesign Project Outcomes. The key question for discussion was, "Do we have the tools needed for evaluating outcomes?" It was suggested that we have two issues: long-term and short-term. In the short-term are such items as team products, prioritization of resource allocations and implementation. In the long-term are criteria related to the redesign impact over time--client impact, savings, etc. John Marrazzo suggested that the phases should be incorporated into analysis and measurement. The Steering Committee should be a part of the evaluation. CPC, incidentally, needs to prepare an implementation outline to develop criteria for success in implementation.

Three types of evaluation:

- Process and Progress
- Decision-Making Evaluation Procedures (e.g., developing prioritization for resource allocation)
- Implementation Evaluation (TQM - CQI)

John Marrazzo noted that the Steering Committee should not take on the role of implementation evaluation. This stage is internalized into the College's operation.

The question was raised, "When are we finished?" John Marrazzo said that the end of BPR is when 20 processes have been redesigned--then TQM starts.

Concern was expressed that more processes will be suggested for redesign. John Marrazzo responded that we could then suggest additional processes which, by then, will be incorporated into our new culture.

We need a blueprint for evaluation.

VI. Review of the Blueprint, Draft II

Ana Wilson distributed copies of the Master Blueprint for CPC prepared by Ms. Lori Pearce. Ms. Wilson explained the iconography in the blueprint and the individual items. The Chair noted that implementation (resource allocation, prioritization) should be added as a blueprint item. Dr. MacDougall invited John Marrasso's critique. Mr. Marrasso said the benefit to come out of this will be calendaring events. The pre-30-day blueprint should be included under #10. Additional details were suggested and noted by Ms. Wilson.

VII. Master Plan for Redesign, Draft II (Attached to 06/21/95 Agenda)

John Marrasso will review.

The next College Planning Council meeting has been scheduled for August 15, 1995 from 1:00 to 4:00 p.m.

The Chair adjourned the meeting at 11:35 a.m.

Project Redesign Projects August 10, 1995

1. Process For Computer Renewal, Allocations, And Acquisition

a. What is the end result of the redesign project?

SBCC will have processes for information technology planning, acquisition, development, and renewal that maximize the district's purchasing power, while maintaining processes that are: 1)efficient (streamline the processes and reduce bureaucracy); 2)effective (comprehensive, adequate, and cost effective); and 3)equitable (objective, reasonable, and fair).

b. Who is the team leader? Janice Petersen

c. Who is the process owner? George Gregg

d. Who will the team members be? John Romo, Bill Hamre, Liz Auchincloss, Accounting Representative, Rosie Tower, Rita Harrington, Wanda Jacobs. Student Representative, Faculty Representative(s), CCCC Committee Members, and External Vendor(s) as Resources.

e. What are the constraints of the project?

Process must clearly identify benefits, timelines, and costs of renewal.
Computer equipment replacement funding and other institutional funds.
Must meet State procurement statutes.

f. What are the resource requirements for the project and team?

Faculty Stipends, 2 Laptop Computers, Workflow Analyst Software

g. What team preparation is needed?

Listing of computer allocations for past 4 years.
Inventory of existing computer equipment by department/division.
Analysis of needed funding for various renewal/replacement rates.
Vendor information on leasing / purchasing options.

h. What will the start and end dates be? 2 Weeks (September - October, 1995)

PROJECT REDESIGN

1995-96

A. Redesign the development and reproduction of printed materials

Develop effective and efficient reprographic services, e.g. creating and producing printed materials (printing, duplicating, publications, distribution and the reprographic services) using new strategies and technologies.

B. Team Leader: Lana Rose

C. Process Owner: Steve Lewis

D. Team Members: Chris Miller, Rob Reilly, John Morrison (Information Resources)

Outside Experts/Resources: Xerox/IBM, Coastal Copy, Kinko's, Kodak,
Santa Monica

Resources (Part-time): Continuing Education user - July
Faculty user
Administration user

E. Constraints: None. Scope can be determined after brainstorming.

F. Resource Requirements:

Significant investment in new technology equipment. Network of computer connections. More computer work stations. Possibly more clerical support. Much more training and assistance for faculty and staff on desktop publishing, layout and design, and production realities.

G. Team Preparation:

Review of present operations by the entire team. Significant technical training on the state-of-the-art capabilities.

H. Start/End Dates:

September 18, 1995 - October 20, 1995

(MUST avoid the heavy production periods)

CLH/SL:ba

8/1/95

{Cor:Redesign.SL}

PROJECT REDESIGN APPLICATION AND REGISTRATION

END RESULTS DESIRED

Students will be able to obtain application and registration information, apply to the college and register for credit classes from on or off campus locations and at their convenience.

This project will result in

Student access to application and registration information from on or off campus locations

Student ability to obtain the college application form from on or off campus locations

Student ability to complete and return college application form from on or off campus locations

Quicker response time to students applying to the college

Student ability to register for, add, or withdraw from classes from on or off campus locations

Improved student satisfaction of the application and registration process

More efficient and effective use of staff time

TEAM

| | |
|-----------------------|---------------------------------------|
| Team Leader | TBD |
| Process Owner | Jane Craven |
| Information Resources | TBD |
| Upstream/External | Pat Canning (Counseling/HS Relations) |
| Upstream/Downstream | Donna Halliday (rep. EOPS/FA) |

| | |
|---------------------|------------------------------------|
| Downstream | Barbara Kindron (Student Finance) |
| Downstream/Upstream | Tom Lang (Student) |
| Internal | Aida Whitham |
| External | Part time or Retired Faculty (TBD) |

PROJECT CONSTRAINTS

1. Students not required to own special equipment to participate in options available. College may provide some for student use during limited hours.
2. This project will not address faculty need to add/drop students, grade collection, electronic rosters, collection of positive attendance.
3. Title 5 .

RESOURCES NEEDED

1. Lap Top Computer
2. Flip Charts (2)
3. Overhead Projector
4. Consultant for brainstorming and organization techniques/redesign presentation
5. Money to compensate students/staff who are working outside of normal assignment
6. Money to hire staff to replace project redesign staff, if necessary
7. Projection Plate
8. Computer with terminal emulation
9. Magic Markers/binders/putty/paper supplies
10. Access to duplicating machine/budget for duplicating costs
11. Telephone
12. Hospitality funds for beverages and other snacks

IDEAL DATE TO BEGIN

September 25 - Four weeks

TEAM PREPARATION NEEDED

1. Reengineering Kickoff meeting for redesign team and admissions staff.

2. Copies of completed redesign reports to read.
3. Assessment of tasks which won't be getting done during the redesign effort and a plan to release redesign team from specific duties reassigning those duties to other staff
4. Additional training in consensus reaching techniques, team building, group dynamics, and successful brainstorming for process owner and team leader.
- 5 . Introduction to technology.

PROJECT CONCERNS

Note: This project will need to link carefully with the Assessment/Orientation/Advising redesign effort. Assessment/Orientation/Advising is dependent upon the application process. Registration for certain students is linked to completion of the Assessment/Orientation/Advising component.

Note: The registration portion of this project will need to link carefully with the Financial Aid redesign effort as financial aid files/application must be complete and processed in order to register and have fees covered.

Note: The registration portion will also need to be aware of the fee collection redesign effort which will include how students pay registration fees.

Note: The way the student's application is treated and the student is directed is dependent on the definition of matriculating student. The project will need to take into account the fact that the definition of a matriculating student and what is required of that student and when may change.

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

TO: Charles Hanson
FROM: David Pickering
DATE: July 25, 1995
SUBJ: Student Fee Payment Redesign Project

You requested a project update, a confirmation of team members and a revised definition and timeline:

1. What is the end result of the redesign project?

Provide accurate, timely, easy to use payment procedures that are accessible anytime, anyplace, using technology to the extent possible (your revised definition).

2. Who is the team leader?

Barbra Louis

3. Who is the process owner?

David Pickering

4. Who will the team members be?

Confirmed participants -

Richard Macabio - Head Cashier
John Morrison - Information Resources
Doreen Davis - Admissions
Kathleen Finn - Continuing Education
Barbra Louis
David Pickering

Pending -

Teacher (1) and Counselor (1)

Barbra is trying to obtain a commitment from Mike Kulper and Carole Purdie.

SANTA BARBARA COMMUNITY COLLEGE DISTRICT

Memo: Charles Hanson

Date: July 25, 1995

Page 2

Pending (Continued) -

Student

We have confirmed that Financial Aid will pay the student as a FWS or general student when we locate one. I will be in contact with Sheila Henderson (Career Center) and Richard LaPaglia (Student Senate) to obtain their assistance in finding an appropriate volunteer.

5. What are the constraints of the project?

None

6. What are the resource requirements for the project and team?

Possible resource requirements:

- a. Telephone registration
- b. On-line credit card/check approval equipment
- c. New technology in cash registers
- d. Larger phone switch -- increased trunk capability

7. What team preparation is needed?

Process training for the team members.

Familiarization with the pilot project report and action to date by other teams. Familiarization with new related technology. Possible visit to other college and universities.

8. What will the start and end dates be?

October 2, -- October 20, 1995

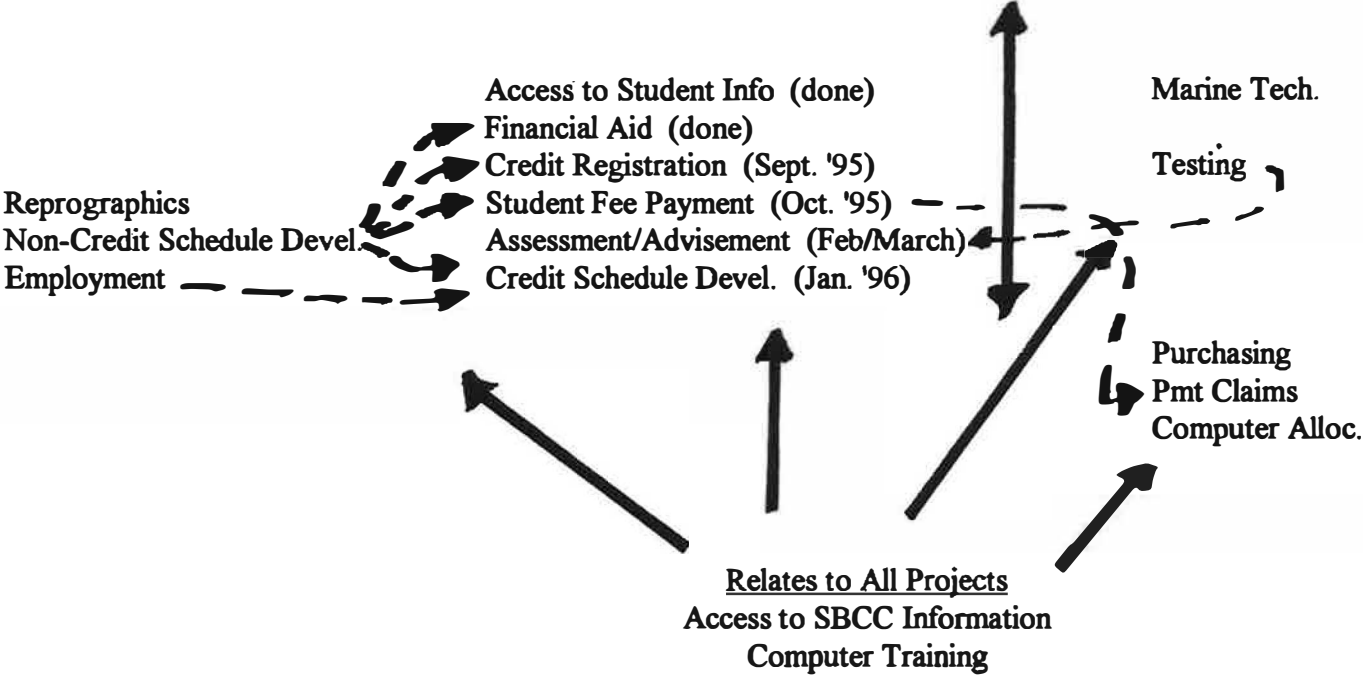
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cc: Barbra Louis

SBCC- PROJECT REDESIGN
Project Interdependencies
Draft 8/10/95

Purpose: It is important for the College Planning Council to address interdependencies because

- 1. This will assist the teams in coordinating, and**
- 2. It will improve the effectiveness of project management.**



SBCC - PROJECT REDESIGN
COLLEGE PLANNING COUNCIL (CPC) EVALUATION - - DRAFT (8/10/95)

I - Understanding/Commitment

A. Is there a high level of understanding and commitment for Redesign with the following groups:

Understanding Commitment

Administrators

Faculty

Classified Staff

Students

B. Is there clarity within Project Redesign's Purpose /Vision

1. Has CPC developed and communicated clear purpose and vision for the process? (Yes/No)
2. Has CPC offered easy access to all information related to Redesign? (Yes/No)
3. Has CPC communicated Redesign information in clear and understandable terminology? (Yes/No)

II - Core Processes/End Results

A. Has CPC developed goals/objectives for Project Redesign? (Yes/No)

B. Has CPC selected the key institutional processes to be re engineered? (Yes/No)

C. Has CPC identified the appropriate end results for project teams? (Yes/No)

III - Redesign Teams/Implementation

A. Has CPC selected individuals who will be effective as team leaders and members? (Yes/No)

B. Has CPC selected teams with cross-functional representation? (Yes/No)

C. Has an IT person been included on every team? (Yes/No)

D. Has CPC given the teams adequate direction, support and latitude to act through each step of Redesign? (Yes/No)

E. Has CPC set realistic and achievable schedules/timetables? (Yes/No)

F. Did CPC select a pilot which would show results quickly?
(Yes/No)

G. Training

1. Has the training program provided sufficient information on Redesign concepts and their application.
(Yes/No)

2. Has the training program addressed the needs of the individual teams? (Yes/No)

3. Has there been adequate training for senior management, faculty and staff? (Yes/No)

H. Has CPC received teams' reports and ensured appropriate follow-up regarding eventual implementation? (Yes/No)

I. Has CPC provided ongoing support for the process and enhanced commitment to the process? (Yes/No)

IV - Continuous Quality Improvement (CQI)

A. Has CPC continually evaluated its course of action and reset priorities as needed? (Yes/No)

B. Has CPC developed direction and support for process owners to transition to CQI methodology following re engineering? (Yes/No)

C. Has CPC provided leadership college-wide to apply CQI methodology to all departments. (Yes/No)

V - Culture Change

A. Project Redesign Outcomes

1. Has CPC developed a mechanism to assure outcomes are visible and understandable by the client both internal and external? (Yes/No)

2. Has CPC communicated the progress and successes of Redesign? (Yes/No)

B. Has Redesign changed the way the organization and its people work? (Yes/No)

VI - MISC.

A. Has CPC contributed to the raising of funds to support the efforts of Project Redesign?

SBCC - PROJECT REDESIGN
REDESIGN TEAM REPORT OUTLINE

Introduction

- I. Project Outcome
 - A. CPC Definition of End Results
 - B. Goals and Objectives of the Redesign Team

Body

- II. Current Process
 - A. Mapping
 - B. Analysis (strengths and weaknesses)
- III. Overview of the New Process
 - A. Description of the New Process
 - 1. Narrative Description
 - 2. Flow Chart of the New Process
 - B. Analysis of New Process
 - 1. Organizational Implications
 - 2. Personnel Issues
 - 3. Impact on Information Resources
 - C. Benefits of the New Process
 - 1. Improve Services to Client
 - 2. Cost Analysis/Return on Investment
 - a. One Time Costs and Savings
 - b. Ongoing Costs and Savings
- IV. Prototype Design
- V. Follow-Up/Implementation
 - A. Items for Immediate Implementation
 - B. General Plan for Proceeding

Conclusions/Summary

- VI. Implementation Plan (to be developed by the process owner)
 - A. Plan to Verify Prototype
 - B. Prototype Results
 - C. Implementation Plan/Schedule Costs
 - D. Transition to CQI

Report Distribution: CPC, Cabinet 8/10/95