



# 21<sup>st</sup> Century Maricopa:

## Implementing Improvements in Student Success & Organizational Efficiency & Effectiveness

Governing Board Meeting  
January 26, 2010

Chandler Gilbert – Estrella Mountain – GateWay – Glendale – Mesa – Paradise Valley – Phoenix – Rio Salado – Scottsdale – South Mountain

# Maricopa's Commitment

The Maricopa Community Colleges are committed to continually improve teaching and learning, student success, and organizational effectiveness and efficiency. The consultants' report is an **opportunity to assess and implement new ways to better serve our community.**

# Maricopa's Implementation Strategy

## Guiding Principles

The plan will:

- Align with the District's vision, mission, and values.
- Advance Chancellor's Three Pillars:
  - Student Success
  - "ONE" Maricopa
  - Public Stewardship

# Maricopa's Implementation Strategy

## Guiding Principles

The plan will:

- Maintain academic quality.
- Sustain sound internal controls and compliance with Governing Board policies and regulations, state and federal statutes, accounting rules, and accreditation criteria.

# Maricopa's Implementation Strategy

## Guiding Principles

The plan will:

- Not jeopardize the financial condition and stability of the District.
- Be measured against our standards of student success, public stewardship, effective teaching and learning, and organizational effectiveness and efficiency.

# Maricopa's Implementation Strategy

## Guiding Principles: Our Standards

**Student Success/Effective Teaching and Learning:  
Students achieve their educational goals**

Examples:

- Complete courses successfully.
- Persist from semester to semester.
- Complete certificates and enter the workforce.
- Transfer successfully and perform well at the university.

# Maricopa's Implementation Strategy

## Guiding Principles: Our Standards

**Public Stewardship:** The efficient and effective use of resources.

Examples:

- Strong financial condition.
- Sound internal controls that protect our assets.
- Compliant with legal requirements.
- Financial and other resources meet student's and the broader community's needs.

# Maricopa's Implementation Strategy

## Guiding Principles: Our Standards

### Effectiveness/Efficiency

- Effectiveness – when an institution's results match its mission, but both mission and results must also match stakeholder needs.
- Efficiency – The effective operation of a program or service as measured by comparison of institutional outcomes with cost (as in time and money); also, expenditure activities are produced without waste.
- Characteristics:
  - Productive environment
  - Responsive and proactive
  - Make and implement well thought out and responsible decisions
  - Timely



# Maricopa's Implementation Strategy

## Guiding Principles

The plan will:

- Ensure review and analysis proceed on a timely basis.
- Provide specific, measurable outcomes.
- Be reviewed on a regular basis after implementation.

# Maricopa's Implementation Strategy

## Guiding Principles

The plan will:

- Include a process that is transparent.
- Include relevant internal and external stakeholders ; e.g., employee groups and Community Advisory Committees

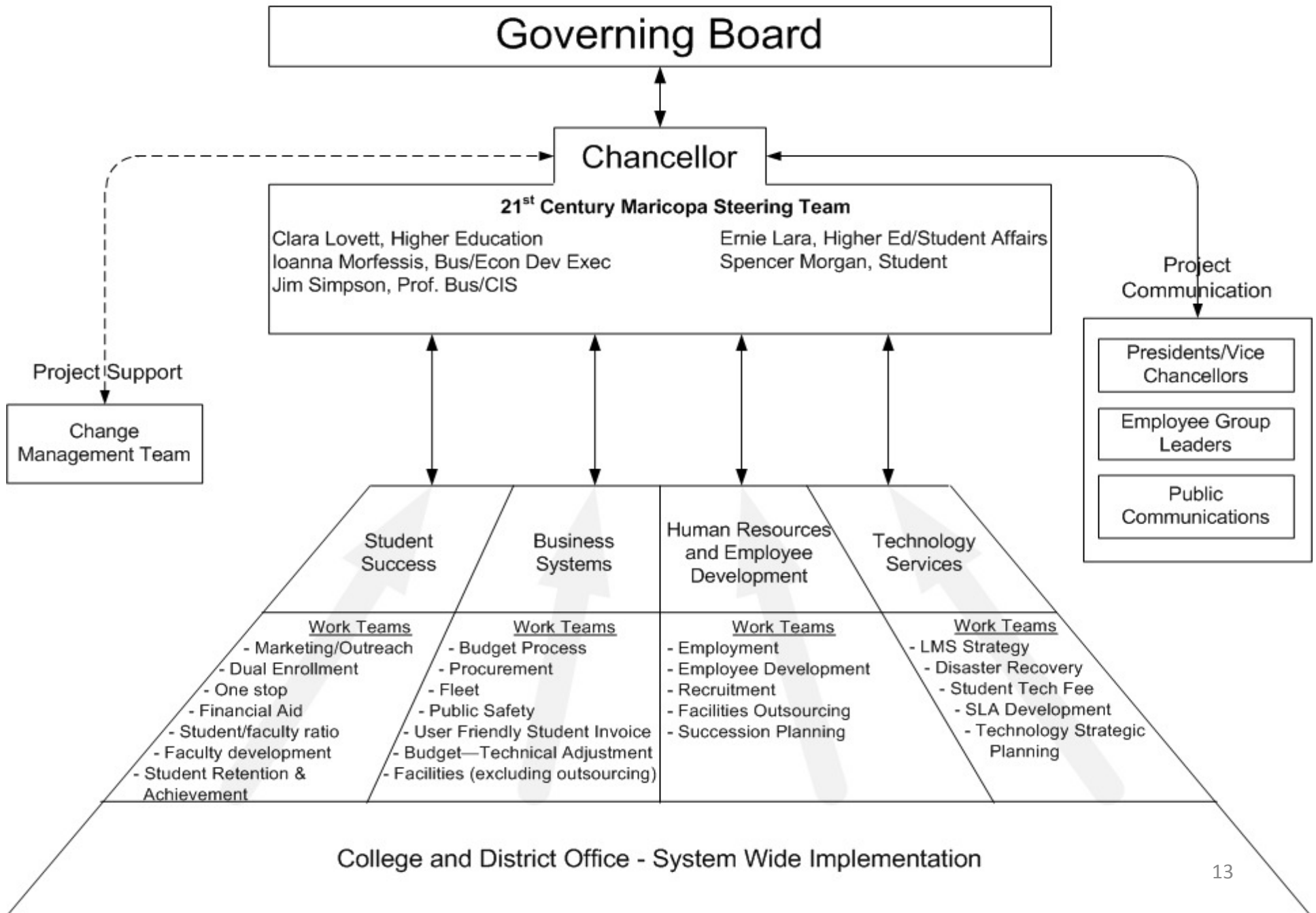
# Context For 21<sup>st</sup> Century Maricopa (Guiding Principles into Action-Example)

State and Federal Law/ Accreditation Standards	Board Policy Governance Vision Mission Values Policies	21 <sup>st</sup> Century Blueprint and HLC Complaint Findings and Recommendations	Strategic Directions: 1. Access 2. Environments & Options 3. Collaborations & Partnerships 4. Revenues /Cost Effectiveness 5. Quality Workforce 6. Strong Identity	Chancellor's 3 Pillars One Maricopa Student Success Public Stewardship	Implementation Items	Accountability and Metrics
External	Governing Board	External	Governing Board	Chancellor	Chancellor and MCCCD	Chancellor and MCCCD
Yes	Yes	Aligned with Blueprint recommendation #7 and Consultant's recommendation: Ensure Employees Opportunities to Review Recommendations of Consultants	Maximize Access	Student Success "ONE" Maricopa	Recruitment: Placement Testing and Degree Pathway Planning	<ul style="list-style-type: none"> <li>-Develop new policy language for Board approval</li> <li>-Implement new policy in Fall 2010</li> <li>-Others to be determined by Work Team</li> </ul>

# 21<sup>st</sup> Century Maricopa Implementation Organizational Structure

- 21<sup>st</sup> Century Maricopa Steering Team
- Chancellor's Change Management Team
- Work Teams in each of four key areas:
  - Student Success
  - Business Systems
  - Human Resources & Employee Development
  - Technology Services

Implementation of 21<sup>st</sup> Century Maricopa



# 21<sup>st</sup> Century Maricopa Steering Team

- Internal & external individuals with specific expertise
  - Rufus Glasper, Chancellor, MCCC
  - Clara Lovett, Higher Education
  - Ioanna Morfessis, Bus/Econ Dev Executive
  - Jim Simpson, CPA, Professor of Bus & CIS
  - Ernie Lara, College President, Student Affairs
  - Spencer Morgan, Maricopa student

# 21<sup>st</sup> Century Maricopa Steering Team Charge

- Direct the study and implementation work
- Develop recommendations for action by the Governing Board
- Calendar agenda items for action by the Governing Board
- Report progress and seek direction from the Governing Board
- Participate in monthly meetings

# Chancellor's Change Management Team Charge

- Manage process for review of the recommendations
- Coordinate implementation of strategies
- Develop progress reports
- Participate in regular meetings
- Serve as advisory support to the Steering Team



# Implementation Work Teams Charge

- Study and analyze recommendations. Conduct SWOT analysis for each recommendation
- Develop implementation strategies
- Develop outcomes and accountability measures
- Develop timeframes

# Implementation Work Teams Charge

- Analyze cost impact and budget needs
- Identify potential policy changes
- Assess implementation results regularly and rigorously
- Deliver regular, comprehensive progress reports to the Chancellor's Change Management Team

# Implementation Work Teams

Team Leaders and Members will possess specific expertise and skill sets in the four key areas: Student Success, Business Systems, Human Resources and Employee Development, and Technology Services

# Implementation Work Teams

- Expectations of Team Leaders
  - Change agents
  - Broad Maricopa perspective
  - Skill in a particular area
  - Action-oriented
  - Able to move a team
  - Comfortable with risk and ambiguity

# Implementation Work Teams

- Expectations of Work Team Members
  - Skill in a specific area (technical or functional)
  - Collaborative
  - Ability to maintain a systemic perspective
  - Motivation; desire to participate
  - Represent diversity across employee groups

# Communication Plan

- Monitoring reports at each Governing Board meeting
- Website:
  - Dashboards
  - Project Updates
- Regular messages from the Chancellor

# Progress to Date

## Organizational Structure

- Formed Steering Team
- Formed Change Management Team
- In the process of forming work teams and identifying team leaders and team members for each of the four key areas

# Progress to Date

## Project Management

- Appointment of overall Project Manager: Ed Kelty, Vice President for Information Services at Rio Salado College
- Other Maricopa staff who are certified Project Managers will assist the work teams and help keep projects running smoothly



# Progress to Date Project Management

- Development of Project Management design: methods and processes designed to plan, organize, manage and track the progress of each recommendation

# Progress to Date Project Management

- Selection/Development of tools:
  - SWOT analysis
  - 9-Block
  - Progress tracking/Monitoring system:
    - Single view of all goals and current review status
    - Ability to get details about the status of each individual strategy under each goal



21st Century Maricopa

Announcements

**Welcome to the Maricopa Community Colleges' 21st Century Maricopa website** 1/12/2010 1:53 PM  
by Kelty,Edward C.

21<sup>st</sup> Century Maricopa is a project designed to meet the needs of today's students by improving teaching and learning and student success through improvements in organizational effectiveness and efficiency.

To achieve these outcomes, we have created...

[Add new announcement](#)

Indicator Information

- Represents 80% to 100%
- Represents 31% to 79%
- Represents 0% to 30%

	Goal: A01 - Recruitment - Centralized Marketing & Outreach Activities (1)	16.67% Complete
	Goal: A02 - Recruitment - Localized Marketing & Outreach Activities (2)	0.00% Complete
	Goal: A03 - Recruitment - Long-Term Planning (3)	0.00% Complete
	Goal: A04 - Recruitment - Centralized Dual Enrollment (4)	0.00% Complete
	Goal: A05 - Recruitment - One Door (5)	0.00% Complete
	Goal: A06 - Recruitment - One Stop (6)	0.00% Complete
	Goal: A07 - Recruitment - Placement Testing & Degree Pathway Planning (7)	0.00% Complete
	Goal: A08 - Recruitment - Mandatory Orientation (8)	0.00% Complete
	Goal: A09 - Retention - Mandatory Advising & Goal Setting (9)	0.00% Complete
	Goal: A10 - Retention - Progress Tracking (10)	0.00% Complete
	Goal: A11 - Retention - Tutoring, Mentoring & Additional Support (11)	0.00% Complete
	Goal: B01 - Achievement - Coordinated Career Services (12)	0.00% Complete
	Goal: B02 - Achievement - Enhanced Transfer & Transcript Services (13)	0.00% Complete
	Goal: B03 - Achievement - Continuous Improvement & Long-Term Planning (14)	0.00% Complete
	Goal: C01 - BUDGET ANALYSIS: A&M Budget Roll-Up Creates a Management View	0.00% Complete
	Goal: C02 - BUDGET ANALYSIS: Other District Budget Issues	0.00% Complete
	Goal: D03 - PROCUREMENT: Cost Savings (P-Card Expansion)	0.00% Complete
	Goal: D05 - PROCUREMENT: Strategies & Actions (P-Card Expansion)	0.00% Complete
	Goal: E07 - INFORMATION TECHNOLOGY: Strategies & Actions - Financial	0.00% Complete
	Goal: E08 - INFORMATION TECHNOLOGY: Strategies & Actions - Functional	0.00% Complete
	Goal: F05 - HUMAN RESOURCES: Active Retirees	0.00% Complete
	Goal: F06, 07, 08 - HUMAN RESOURCES: New Governance and operational Model	0.00% Complete
	Goal: F09 - HUMAN RESOURCES: Strategies & Actions (Compensation & Performance Management)	0.00% Complete
	Goal: F10 - HUMAN RESOURCES: Strategies & Actions (HRIS)	0.00% Complete
	Goal: G06 - STUDENT TO FACULTY RATIO & MIX: What this could mean for MCCC...	0.00% Complete
	Goal: H04 - FACILITIES & FLEET MAINTENANCE: Recommendations (Outsourcing opportunities)	0.00% Complete
	Goal: H05 - FACILITIES & FLEET MAINTENANCE: Recommendations (Centralized operation opportunities)	0.00% Complete
	Goal: H06 - FACILITIES & FLEET MAINTENANCE: Recommendations (Utility management)	0.00% Complete
	Goal: I01 - PUBLIC SAFETY: Ideal State (Role of District):	0.00% Complete
	Goal: J02 - OTHER PROGRAMS: Strategies & Actions (Tuition Billing/Collections):	0.00% Complete
	Goal: J03 - OTHER PROGRAMS: Strategies & Actions (Accounts Payable/Accounting):	0.00% Complete



Announcements

Welcome to the Maricopa Community Colleges' 21st Century Maricopa website

1/12/2010 1:53 PM

by Kelty,Edward C.

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Add new announcement

Indicator Information

- Represents 80% to 100%
- Represents 31% to 79%
- Represents 0% to 30%

Goal: A01 - Recruitment - Centralized Marketing & Outreach Activities (1) 16.67% Complete

Recommendation: Centralize and coordinate certain marketing, information and outreach activities that are currently being performed by Colleges at varying levels with varying approaches, including; 25.00% Complete

	<u>Targeting agencies for community outreach that could generate reentry students, like social services agencies, domestic violence centers, etc</u>	Lead: debra.thompson@domail.maricopa.edu	Team: edward.kelty@riomail.maricopa.edu terri.watson@riomail.maricopa.edu	Complete: 100%
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	One access point for Maricopa workforce connections	Lead:	Team:	Complete:
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	Coordinated recruiting through business and industry for workforce development programs	Lead:	Team:	Complete:
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	Expanded coordination of relationships with four-year transfer institutions to capture their drop-out students	Lead:	Team:	Complete:
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Recommendation: Implementation of one standardized Customer Relationship Management (CRM) system for recruitment management that all Colleges use to capture the details of all potential students. (See Information Technology Discussion for Project Info) 0.00% Complete

Goal: A02 - Recruitment - Localized Marketing & Outreach Activities (2) 0.00% Complete

Goal: A03 - Recruitment - Long-Term Planning (3) 0.00% Complete

Goal: A04 - Recruitment - Centralized Dual Enrollment (4) 0.00% Complete

Goal: A05 - Recruitment - One Door (5) 0.00% Complete

Goal: A06 - Recruitment - One Stop (6) 0.00% Complete

Goal: A07 - Recruitment - Placement Testing & Degree Pathway Planning (7) 0.00% Complete

Goal: A08 - Recruitment - Mandatory Orientation (8) 0.00% Complete

Goal: A09 - Retention - Mandatory Advising & Goal Setting (9) 0.00% Complete

Goal: A10 - Retention - Progress Tracking (10) 0.00% Complete

Goal: A11 - Retention - Tutoring, Mentoring & Additional Support (11) 0.00% Complete

Goal: B01 - Achievement - Coordinated Career Services (12) 0.00% Complete



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<b>Goal</b>	A01 - Recruitment - Centralized Marketing & Outreach Activities (1)
<b>Recommendations</b>	Centralize and coordinate certain marketing, information and outreach activities that are currently being performed by Colleges at varying levels with varying approaches, including;
<b>Sub Recommendation</b>	Targeting agencies for community outreach that could generate reentry students, like social services agencies, domestic violence centers, etc
<b>Project Updates</b>	<p><b>February 8th, 2010</b>                      Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here,</p> <p><b>February 1st, 2010</b>                      Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here, Pertinent detail goes here,</p>
<b>Assigned Lead</b>	<a href="mailto:debra.thompson@domail.maricopa.edu">debra.thompson@domail.maricopa.edu</a>
<b>Assigned Group</b>	<a href="mailto:edward.kelty@riomail.maricopa.edu">edward.kelty@riomail.maricopa.edu</a> <a href="mailto:terri.watson@riomail.maricopa.edu">terri.watson@riomail.maricopa.edu</a>
<b>Start Date</b>	1/26/2010 12:00 AM
<b>Estimated Completion Date</b>	3/1/2010 12:00 AM
<b>Actual Completion Date</b>	
<b>Estimated Cost to Implement</b>	
<b>Estimated Savings</b>	0.00
<b>% Complete</b>	100%
<b>Status</b>	Completed

# Progress to Date Project Management

Tracking and monitoring web site:

<https://dst.sp.maricopa.edu/DWG/21century/>

# Progress to Date Project Management

- Initial review of recommendations for each of the four key areas was conducted to determine degree of feasibility and potential for implementation in the near term.
- One example for each of the four key areas included in the following chart.

# Examples of Strategies for Implementation in Four Key Areas

Major Recommendation Area	Strategy for Implementation	Policy Changes Needed?
Budget	Create a Management View of Budget Areas	No
Recruitment: Placement Testing and Degree Pathway Planning	Mandate placement testing and subsequent placement in appropriate math, reading, and English developmental courses for all first-time, degree/certificate/transfer-seeking students except for those who meet exemption criteria.	Yes
Technology Services – Functional	Standardize core IT applications and services such as Learning Management Systems (LMS). Coordinate a college/IT group to define requirements and develop an RFP for a common LMS. Use college/IT application governance groups such as SIS Advisory Group and Blackboard Alliance to define needs and develop an implementation plan.	No
HR: Active Retirement	Eliminate active retirement for all employees as of July 1, 2010; explore potential for other post retirement options starting as early as FY11 that would focus on succession planning via a cost-neutral program that enlists the skills, experience, expertise, and commitment of retiring employees to mentor new employees.	Yes



## Chancellor's Recommendation: Governing Board Resolution on the Plan

Resolved, that the Governing Board has received monitoring information during the Chancellor's Report concerning a plan to implement the 21st Century Maricopa Strategies and to provide continuous monitoring information to the Board through a variety of means. The Board supports the plan.

# Q & A