



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

Implementing Improvements in Student Success  
&  
Greater Efficiency & Effectiveness

**Project Steering Team**

February 12, 2010



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

## *Our Commitment*

The 21<sup>st</sup> Century Maricopa initiative is an opportunity to assess and implement new ways to better serve our community.

The Maricopa Community Colleges are committed to continually improve teaching and learning, student success, and organizational effectiveness and efficiency.



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

## *Our Commitment*

We are outcomes-oriented and commit to acting deliberately, thoughtfully, responsibly, and with a sense of urgency.

These efforts are part of our continuous improvement and strategic planning activities to effect positive change.

# Maricopa's Implementation Strategy:

- Guiding Principles
- Organizational Structure
- Communication Plan
- Progress to Date
- Project Tracking
- Recommended Strategies

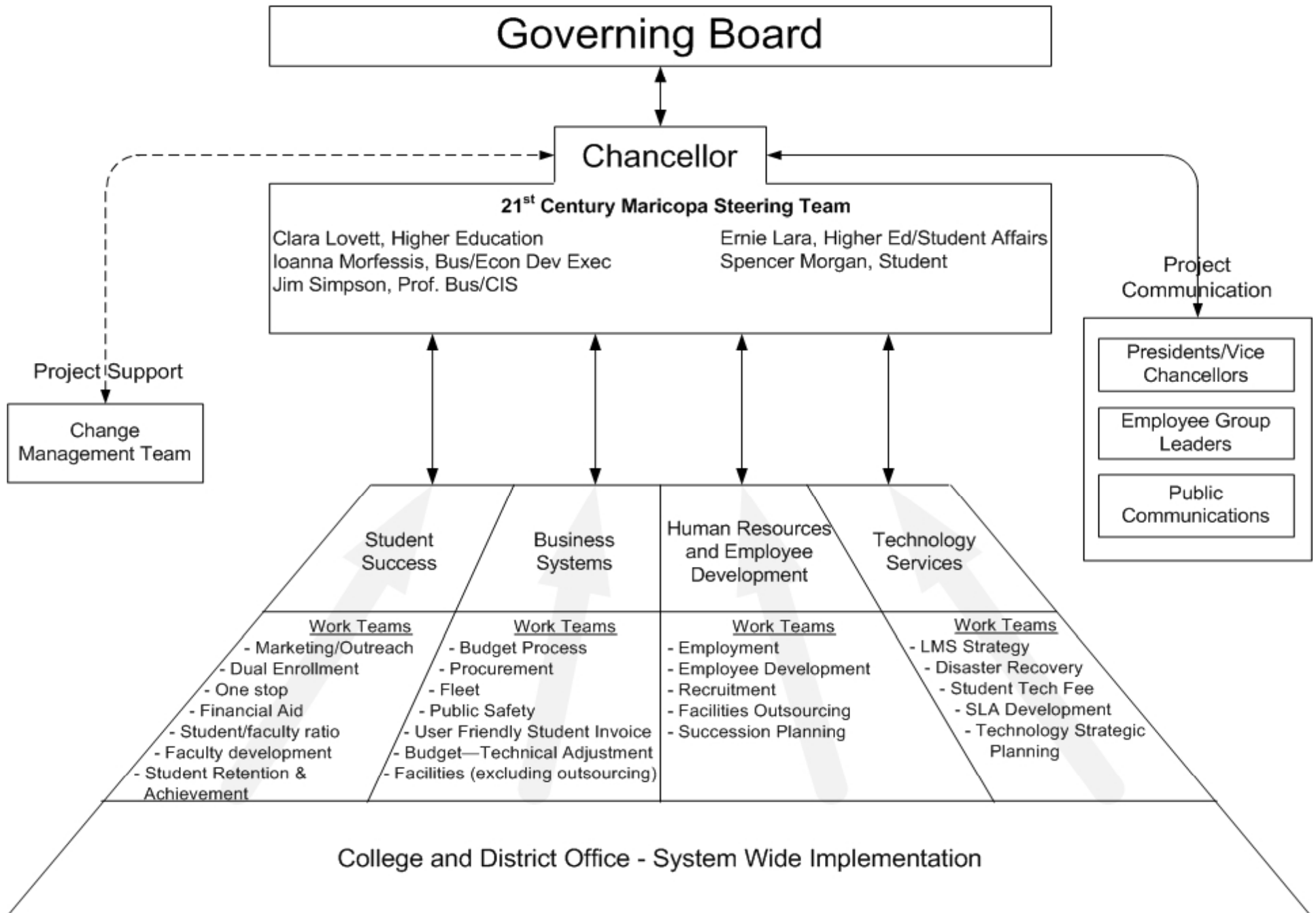
## 21<sup>st</sup> Century Maricopa Implementation Guiding Principles

- Established to set standards for the quality of the review and implementation process
- Established to ensure consistency in the quality of the review and implementation process

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

- 21<sup>st</sup> Century Maricopa Steering Team
- Chancellor's Change Management Team
- Project Management support (Ed Kelty and two certified project managers)
- Work Teams in each of four key areas:
  - Student Success
  - Business Systems
  - Human Resources & Employee Development
  - Technology Services
- Vice Chancellors and College Presidents have primary responsibility for achieving implementation of the four key areas

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



# Key Areas: Project Sponsors

- Student Success
  - VC Maria Harper-Marinick
  - President Shouan Pan
  - President Ken Atwater
- Business Systems
  - VC Debra Thompson
  - Interim President Chris Bustamante

- Human Resources
    - Interim VC Phil Randolph
    - President Velvie Green
    - President Anna Solley
  - Information Technology
    - Interim CIO Steve Creswell\*
    - VP Dustin Fennel\*
    - President Jan Gehler
- \* Effective March 1, current VC is Huish



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

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

# Chancellor's Change Management Team Charge

- Facilitate and expedite process for review of the recommendations
- Establish outcomes and accountability measures
- Establish schedules and timelines
- Develop financial plan

# Chancellor's Change Management Team Charge

- Coordinate implementation of strategies
- Develop progress reports
- Serve as advisory support to the Chancellor and the Steering Team

# Implementation Work Teams Charge

- Study and analyze recommendations using appropriate analytical tools
- Develop implementation strategies
- Suggest outcomes and accountability measures, including timeframes
- Analyze cost impact and budget needs

# Implementation Work Teams Charge

- Identify potential Policy/Administrative Regulations changes
- Assess implementation results regularly and rigorously
- Deliver regular, comprehensive progress reports to the Chancellor's Change Management Team

# Review and Approval Process

## Every Month:

- Work Teams will submit strategies ready for implementation to the Vice Chancellors and College Presidents responsible for the key areas
- VCs and College Presidents will submit the recommended strategies to the Change Management Team for review

# Review and Approval Process

## Every Month:

- No later than the 2<sup>nd</sup> week of the month, the strategies will be presented to the Steering Team for review and endorsement
- Chancellor will discuss the proposed policy-related strategies with Board Chair

# Review and Approval Process

## Every Month:

- Items that may require a policy change will be considered through the existing process for policy development and approval.
- Chancellor will provide progress reports to the Governing Board



# Communication Plan

- Progress 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
- Identified team leaders and team members for the Work Teams under each of the four key areas

# Progress to Date Project Management

- Appointed overall Project Manager:  
Ed Kelty, Vice President for Information Services at Rio Salado College
- Developed Project Management design:  
methods and processes designed to plan, organize, manage and track the progress of each recommendation

# Progress to Date Review and Analysis

- Conducted initial review of the recommendations for each of the four key areas to determine degree of feasibility and potential for implementation in the near term.

# Progress to Date

## Review and Analysis

- Every recommendation will be reviewed with an assumption that it will be implemented
- The review and implementation process will move promptly and efficiently

## Progress to Date Review and Analysis

- Some recommendations may be modified based on the results of the review
- If substantial issues are identified during the review, a recommendation may not be advanced. A rationale for the decision will be provided to the Steering Team and the Governing Board as appropriate.

# Observations on Costs and Savings

- No Cost or Savings Estimates were provided for Phase 1: Student Success Initiatives—it is very likely many of these will have a cost and that the amount will be identified in the review process done by work teams

# Observations on Costs and Savings

- Some savings estimates were provided for Phase 2 by the consultants. The actual savings that may result from the implementation as well as costs to implement will be estimated as part of the review process.



# Project Tracking

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



# Strategies Ready for Implementation: Recommended to Steering Team for Endorsement

Major Category	Strategy	Implementation Date	Policy/Admin. Required?
Business Systems	Revised Roll up of Budget; Management View	March 2010	No
Business Systems	Budget enrollment growth at colleges	March 2010	No
Business Systems	Electronic deposits (financial aid, refunds) \$200,000 annual cost	July 2010	No
Business Systems	Centralize receipt of invoices	April 2010	No
Business Systems	User friendly invoice	June 2010	No
Business Systems	Standardized training, weapons and equipment Estimated \$50,000 one time cost	July 2010	No
Student Success	Mandate placement testing and subsequent placement in appropriate Math, Reading and English Development courses for ALL first-time, degree/certificate/transfer seeking students except for those who meet exemption criteria	Fall 2010	Administrative Regulation

Student Success	Develop a centralized and automated graduation/degree audit system that is usable and accessible at each college \$90,000 one time cost	Fall 2010	No
Student Success	Consolidate assessment and research department with the Maricopa Center for Teaching and Learning Annual savings \$159,000	Spring 2010 with consolidation accomplished by June 30, 2010	No
Business Systems/Student Success	Move District Office reporting to Academic Affairs	April 2010	No
Business Systems/Student Success	Regular cycle for NCCBP and Noel Levitz surveys	January 2010	No
Human Resources	Eliminate active retirement; consider cost neutral options over time Annual savings \$3.4 million	July 1, 2010	Board Policy
Human Resources	Implement Benefits Open Enrollment	Spring 2010	No

Information Technology	Assess efficiencies from standardizing Learning Management System	May 2010	No
Information Technology	Review ITS plan for Airpark 2 <sup>nd</sup> data center and recommend revised plan to assist Colleges	March 2010 with full rollout December 2010	No