21st Century Maricopa:

Implementing Improvements in Student Success & Greater Efficiency & Effectiveness

Chancellor's Monthly Governing Board Update

February 23, 2010

Since the 21st Century Maricopa recommendations were made on December 9, 2009, District administration, faculty, and staff have worked collaboratively to start the review of the recommendations and the implementation of strategies. The following identifies progress to date.

1. **Oversight and Strategies Ready for Implementation**
   - The Steering Team has been formed, and held its first meeting on February 12. The Steering Team endorsed by consensus the 16 strategies presented for implementation. See Attachment A.
   - One of these strategies is the proposed elimination of the Active Retirement program effective July 1, 2010. Since this is a policy item, it is presented to the Board for First Reading this month and Action in March.
   - A Steering Team monthly meeting calendar also has been proposed.

2. **21st Century Maricopa Support and Work Teams**
   - The Change management team has been formed and has held three meetings to help organize the project and provide support to the Steering Team.
   - A Project Manager has been assigned to oversee the project and two certified project managers have been assigned to support the work teams.
   - Currently there are 38 active work teams, with more to be formed in the near future.
   - Over 300 employees have volunteered to serve on the work teams.

3. **Communication and Tracking**
   - Regular communication to all Maricopa continues.
   - A project tracking system has been developed to track progress of the work teams and initiative. It is viewable by anyone visiting the web site:

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

ATTACHMENT A

STRATEGIES READY FOR IMPLEMENTATION

Business Systems Strategies – presented by Debra Thompson, VC Business Services

Strategy: *Revised Roll up of Budget; Management View.* This recommendation provides a somewhat lower level comparison of specific functions/departments under broader functional expenditure budget categories. Since we have certain legal or other requirements to report expenditures by object code and functional category, this will continue but we will add this new schedule to the budget to be presented this March for FY10-11. Business Services and IT staff and Administrative Services VPs have devoted considerable time to vetting the proposed roll-up, making appropriate changes and working on systems adjustments as well as HR actions to affect this.

Strategy: *Budget Enrollment Growth at colleges.* This currently occurs and has occurred for more than 15 years; however, now budgets will be included in the adopted budget based on projections. Given projections are an imperfect science and we wish to keep our colleges as stable as possible financially, adjustments will be made to adjust budgets to actual. So, if enrollment is higher than the projections, additional budget reserved centrally will be provided (funded with higher than anticipated tuition revenues). We would not want to penalize a college by forcing self funding when resources are available. Similarly, if funding provided was greater than needed given the actual, that will be returned. The same prudent budget management that now occurs will need to continue to ensure no overspending.

Strategy: *Electronic Deposits (financial aid, refunds) $200,000 annual cost.* The Board approved a contract with Citigroup in January to allow students the options of electronic payments in addition to paper checks. The annual cost is $200,000 but this allows us to provide functionality not now available and to comply with payment industry compliance standards. The cost already is budgeted. Savings from mailing of $50,000 total system-wide are expected. A&M did not provide backup detailed enough to estimate any other savings but we have posed this question to the colleges.

Strategy: *Centralize receipt of invoices.* This largely is in place but we need to correct for exceptions in order to later take greatest advantage of early pay discount opportunities. This allows for proper internal controls over duplicate checks issued as well as better monitoring over the aging of invoice approvals.

Strategy: *User friendly invoice.* The Student Information System (SIS) does not currently generate a user friendly invoice. SCC has developed such an invoice for students at its college and therefore SCC's Vice President (VP) for IT, Dustin Fennell, has been asked to co-lead the team, along with Jim King of District Office ITS, who has done work on third party billing invoices. Other members represent functional areas involved with registration, business operations, etc. All colleges are being asked for input on the SCC example and needs for a

system-wide invoice. We hope to leverage work done by SCC and other colleges to make a user friendly invoice available to all students.

Strategy: Standardize training, weapons and equipment (Estimated $50,000 one-time cost.)
The $50,000 cost is for standardization for no-certified officers and is expected to be complete by summer 2010. This already occurred for certified officers.

Student Success Strategies –presented by Maria Harper-Marinick, VC, Academic and Student Affairs

Strategy: *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.* This recommendation strengthens the existing administrative regulation on placement testing. Currently, students are required to take a placement test before registering for English, reading, and math courses. The recommendations suggests changes to the regulation to not only require students to take the placement assessment but also require that students be placed in the English, reading, and math courses in which they test. The modifications to the administrative regulation have followed our existing process for changes to the catalogue common pages.

Strategy: *Develop a centralized and automated graduation/degree audit system that is usable and accessible at each college. ($90,000 one time cost).* The enhancements to our degree audit system are already in progress with the development of a module in our Student Information System. System will be fully implemented for Fall 2010 at a one-time cost of $90,000.

Strategy: *Consolidate assessment and research department with the Maricopa Center for Teaching and Learning. (Annual savings $159,000).* Vice Chancellor Harper-Marinick is working with staff from Maricopa Center for Learning and Instruction and Academic Assessment to consolidate programs and services and eliminate duplication, with completion expected by June 30, 2010.

Business Systems/Student Success/Institutional Research – presented by Maria Harper-Marinick, VC, Academic and Student Affairs

Strategy: *Move District Office reporting to Academic Affairs.* Vice Chancellors Thompson and Harper-Marinick will work on implementation and transition with staff from Institutional Research.

Strategy: *Regular cycle for NCCBP and Noel Levitz surveys.* Implementation is in progress coordinated by Institutional Research offices at the District and the colleges.

Human Resources – presented by Debra Thompson, VC, Business Services

Strategy: *Eliminate active retirement; consider cost neutral options over time (Annual savings $3.4 million).* Eliminate the program for all employees effective July 1, 2010; savings total $3.4 million.   Seek a potential cost neutral program to help with succession planning in a future fiscal year.

Strategy: *Implement Benefits Open Enrollment.* Scheduled for implementation in the spring of 2010, this will take us away from a paper process and automate benefit changes. Employees still will have access to benefits consultants for advice.

Information Technology Strategies – presented by Darrel Huish, VC, Information Technology

Strategy: *Assess efficiencies from standardizing Learning Management System.* Maricopa has three systems and the timing is excellent to review this since two contracts (with WebCT and Blackboard) are due to expire in June 2011. The team will have a quick timeline to make a recommendation as to whether we should consolidate around 2 or 1 Learning Management System(s).

Strategy: *Review ITS plan for Airpark 2nd data center and recommend revised plan to assist colleges.* In response to audit recommendations and as an industry best practice, Maricopa has engaged in planning for a 2nd data center for purposes of providing business continuity and disaster recovery for District operations. This team will review plans with an eye towards additional services being provided to the Colleges for recovery from a disruption of service at an individual college. This planning can be done quickly with final roll out of the data center at the end of calendar 2010.