SANTA BARBARA COMMUNITY COLLEGE DISTRICT

College Planning Council
Santa Barbara City College

Tuesday, December 5, 1995

M I N U T E S

Present: Dr. Peter MacDougall (Chair), Mr. Don Barthelmess, Mrs. Lynda Fairly, Dr. Jack Friedlander, Mr. Tom Garey, Mr. Bill Hamre, Dr. Charles Hanson (first 10 minutes), Mr. Bill Hull, Ms. Kathy O'Connor, Mrs. Janice Peterson, and Mr. William Sutton (ASB Representative)

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

I.   **Call to Order**

The Chair called the meeting to order and noted that Dr. Hanson requests feedback on his draft of Standard VII, Financial Resources, for the Accreditation Self-Study. The members received copies of Standard VII in advance of the meeting.

II.   Jo Bedard distributed copies of the Redesign Survey and the preliminary results; 750 surveys were sent out, 267 were returned. The responses on favorability are higher than the previous survey. Seventy-two percent believed they had received excellent to adequate information. More than 50 percent felt the effect of Redesign on the College as a whole will be positive. Detailed results may be found in the tally sheet Ms. Bedard distributed. Additional analysis will be forthcoming. Ms. Bedard also handed out copies of the free response comments.

III.   Funding for Project Redesign

The Chair distributed copies of his memorandum to Howland Swift and Kate Bennett, and summarized both the progress of past efforts to secure grants and the approach to be taken in the future. Phase II of Redesign will explore funding on a project by project basis in addition to pursuing college-wide backing. Mr. Marrazzo summarized his meeting with Mr. Swift and Ms. Bennett. The grant writing process needs to be one of education. We should explore grants within industry. The grants are often small but significant to faculty members. IBM and Microsoft are examples. John mentioned Netscape for its dedication to higher education and the availability of services at low or no cost. John suggested correspondence to the Netscape organization to explore funding by virtue of our expanding use of Web technology. Dr. MacDougall said that we would follow up with Ms. Bennett.

IV.   The chair congratulated Mr. Marrazzo on his support and direction for the College **during past months. The December 5, 1995, meeting will be John's last visit with the Council. John expressed his appreciation for the collegiality and professionalism demonstrated by SBCC personnel.**

V.   Redesign Red Flags

Mr. Marrazzo summarized the areas of possible threat to Project Redesign's success.

A.   The Steering Committee (CPC) needs to take on the challenge of sustaining momentum for Project Redesign.

B.   Adherence to the Redesign methodology should be maintained. CPC should make sure that the teams do not deviate. The potential for moving away from the methodology will increase over time. Continuity will be discontinuous as members of the Council and/or the Technical Team change.

C.   The Blueprint needs continual attention. We must use it as an ongoing instrument for managing redesign.

D.   Revisit the measurements for success for the Steering Committee in managing the project. Very important that the Steering Committee measures its role.

E.   As we start clarifying procedures, we need to decide how much and where we are going to retrofit. This might mean getting a report from a team that has not yet provided it, make corrections, undertake "clean up."

F.   One of the most significant challenges is that CQI has not been incorporated into Redesign. The danger of introducing it at this point is the possible perception that CQI will be viewed as a new, separate, and massive effort. The danger of not doing CQI is that if measurements do not exist for assessing backward movement, backward movement will occur. CQI is the insurance that cultural change has taken place. We've invested too much to let this go. We need measurements to show us where we are succeeding. CQI will offer the opportunity for continuous incremental improvements. Need assistance on this from either an internal or external expert.

G.   Yellow Flags: Turf issues are going to become a critical part of the campus dialogue. They are starting to surface now. Suggestions for managing:

1.   Prototyping is crucial. If you prove the viability of a concept, it will have serious considerations for implementation.

2.   The sponsorship of a project. Need people who can pave the way, mediate conflict. In administrative areas someone outside administration, such as a senior faculty member, should play the sponsor role. This person clears the way for the work to be done. The Technical Team may not always play this role. The task/function of the sponsor is more important than labeling the person as necessarily representative of one area or another.

H.   Implementation is the make or break issue. There are challenges ahead. We need new skills on implementation. This is uncharted territory.

I.   Data Processing/Technological Support. Information Technology is an enabler of Redesign. Support of Redesign teams with an Information Technology person is currently underway. A second role is the Information Technology requests (which average 8 - 10) arising out of each Redesign project. Mr. Marrazzo noted that sometimes a project may implement a "good enough" plan rather than the

ideal plan. Information Technology resources need to be carefully managed and evaluated. Redesign does not have to have Information Technology in it. We need new models for how Information Technology can be supported as alternatives to the model we are using now (models of automation, departmental liaisons, etc.). CPC needs to address how it is going to support Information Technology.

J.   Communication needs to ascend to a new level. Level one was information on Redesign. Level two is implementation and cultural change.

K.   The teams should make sure their redesigned processes match the Vision Statement.

L.   We need to communicate our measurements. How the redesigned process is measurably better than the old.

M.   Academic Redesign: We should not separate Instructional Redesign from the whole. Non-instructional processes should involve faculty members and faculty should perceive the importance of the non-instructional processes for them.

N.   The 20 projects should end; i.e., the business process reengineering phase should come to a conclusion, to be replaced by CQI. We should be aware that a transition to a process-based structure should dramatically change the way we do things. CPC needs to support the cultural change.

VI.   <u>Critical Success Factors</u>

Mr. John Marrazzo noted the following items:

A.   Commitment from senior management must continue on all levels, including academic areas. The Board of Trustees should continue to be in touch with Redesign. They must be committed to a cultural change. The Chair suggested that cultural change operationalizes as the willingness to change dramatically, to focus on process rather than function, and the willingness to continue improvement (CQI). Mr. Marrazzo's operationalization: (These changes are taking place as redesign advances.)

   1.   Redesign organizes by process not function. Reward procedure and evaluation change. Budgeting concepts change to meet the process orientation.

   2.   Measurement will be client driven rather than management driven.

   3.   Rapid, radical, and dramatic change is thought to be desirable.

   4.   Emphasis will focus on long, rather than short-range planning.

   5.   Middle management will change.

The next CPC meeting was scheduled for Tuesday, December 19, 1995. The meeting was adjourned at 4:55 p.m.