The Higher Learning Commission Action Project Directory

Bay de Noc Community College

Project Details

Title	Grow financial resources and maximize operational efficiency.	**Status**	COMPLETED
Category	6-Supporting Institutional Operations	**Updated**	09-13-2006
Timeline		**Reviewed**	10-21-2006
Planned Project Kickoff	07-13-2004	**Created**	11-24-2009
Actual Completion		**Version**	2

1: Project Goal

A: Demand for services continues to rise as state aid steadily declines. Operational efficiency is critical to meeting this demand. We must develop a strategy and process to grow our financial resources while maximizing the utilization of our financial, technical, physical, and human resources. The strategy will: · expand our grant-seeking process; · educate elected officials on per-student funding disparity; · elevate fundraising activities; · draw on local support; · design its programs and course schedules to best meet student needs; and · align its human and technical resources to support efficient and effective delivery of services.

2: Reasons For Project

A: Michigan budget shortfalls have resulted in reductions to community college appropriations for the past two years. Although the institution has historically operated as one of the state's most efficient community colleges, the institution must further examine its operations to compensate for the reduced appropriations. At its self-assessment retreat in June 2002, the institution identified "Revenue Generation" as one if its Vital Few focus areas. The college Board of Directors adopted "Revenue Generation" and Financial Stability" as 2002-2004 Institutional Initiatives and "Revenue Enhancement" and "Operational Effectiveness" for 2003-2005.

3: Organizational Areas Affected

A: President's Office, Instructional Services, Institutional Advancement, Student Services, Administrative Services (Business Office & Human Resources), M-TEC, Information Technology, Institutional Research & Planning and Physical Plant.

4: Key Organizational Process(es)

A: Critical processes for each category include the following: FIRST CATEGORY - FINANCIAL RESOURCES: (1) Grants. · Ensure grant applications have linkage to the college's strategic and operational plan. · Identify and provide the necessary resources for researching grant sources, data collection and grant writing. · Develop administrative cost charge for inclusion in grant applications. (2) Legislative. · Educate new representatives regarding higher education funding issues. · Continue/Increase lobbying efforts for a minimum FYES (fiscal year equated student) funding threshold, equity in community college funding and parity with university funding. · Continue/increase efforts to obtain capital outlay funding for the future Bay West Campus. (3) Fundraising. · Increase communication with and support from the Foundation board. · Increase the level of annual fundraising activities. · Assess current alumni development fundraising efforts and develop plans to enhance these efforts. · Discuss foundation support of capital and/or operational components of the college. (4) Course Registration, Tuition & Fees. · Evaluate course registration, and college tuition & fee structure: - credit course costs vs. fees - in-district, out-of-district tuition pricing - lifelong learning, continuing education course registration fee vs. costs · Enrollment. - Assess student course offering needs, particularly during spring/summer - Market spring & summer course offering to returning university students - Assess employer & employee needs for continuing education instruction - Assess community interest in lifelong learning courses (5) Business & Industry Partnerships. · Develop tuition & fee structures for lifelong learning courses/programs to enhance revenue. · Become the premier training provider for professional (educators, administrative assistants, insurance agents, nurses, real estate agents, etc) with needs for continuing education for licensure/certification. · Increase business partners in M-TEC. · Develop business training sites for students (co-ops, internships, CWB&I placements) to enhance their educational experiences. · Improve contacts with business/industry professional, which could lead to equipment donation, teaching expertise, curriculum design, etc. · Identify/recruit businesses for customized/contract training. · Promote programming for senior citizens. · Involve Bay Sages in campus events/activities (friend raising). · Explore "Kids on Campus" programming to encourage participation of all age groups through Bay College. (6) Millage. · Evaluate need for voter support of

Headlee Override (timing). · Assess expiration of current authorized mills and determine the need for renew al approval. · Assess the need for additional operational and/or capital mill support. SECOND CATEGORY - OPERATIONAL EFFICIENCIES: (1) Enrollment. · Scheduling (# of sections, class size, day & time of offerings, method & location of delivery) · Addition of course sections – cost evaluation · Evaluate low enrollment semesters (revenue vs. cost) · Faculty availability (2) Facility. · Building utilization · Energy costs · Operational costs (3) Technology Utilization. · Utilize technology to low er operational costs · Coordinate IT evaluation of job processes w ith the college's strategic and tactical technology plan. (4) Human Resources (largely in place). · Evaluate each position vacancy to determine need prior to posting. · Redesign new and existing positions as necessary to meet the college's needs. (5) Program Evaluation (already in place). · Evaluate academic programs on a cyclic basis to identify program needs and areas for improvement (6) Employee Suggestion Collection Process. · Develop a process to allow for employee submission of cost cutting and /or process efficiency improvement ideas. · Develop a method to address suggestions - Categorize by level of effort & cost (if any) to implement - Process for implementation - Communicate submissions and results to college community

5: Project Time Frame Rationale

A: The college has identified a champion for each action project. The College's Continuous Improvement Steering Committee is undergoing a restructure to include each action project Champion. Ad hoc teams w ill be formed w ith each team focusing on a specific component of this action project. The ad hoc teams are structured to achieve meaningful representation from across the college community. The College's attention w ill remain focused on this goal through the use of continuous improvement tools, proper planning and college-w ide communication.

6: Project Success Monitoring

A: Process measures for each category include the follow ing: FIRST CATEGORY - FINANCIAL RESOURCES: (1) Grants. · College priorities and needs are identified · Active research of available grant resources · Preparation of grant applications (including renew al grants) (2) Legislative. · Contact and communicate w ith key state & federal elected officials w ho have the potential to directly impact Bay College's financial position (local representatives), appropriations committee chair and members, joint capital outlay sub-committee chair and members, etc.) (3) Fundraising. · President and VP's meet w ith Foundation Board · Increased fundraising activity (mailings) · Development of alumni database (4) Course Registration, Tuition & Fees. · Identify costs that are specific and unique to certain courses/programs. · Evaluate tuition pricing policy · Survey students for course offering needs · Obtain returning university student addresses and market spring/summer course offerings to these students · Research continuing education requirements of local business and industry employees. (5) Business & Industry Partnerships. · Evaluate tuition and few structure · Provide outreach to various professional organizations to identify needs for certification/licensure · Identify/Recruit businesses for customized/contract training and training sites for students · Identify programming to meet the needs of all age groups (6) Millage. · Calculate the permanent millage reduction due to Headlee · Calculate annual debt obligations · Project funding needs (debt, capital & operational) for next five years · Assess feasibility of a millage vote SECOND CATEGORY - OPERATIONAL EFFICIENCIES: (1) Enrollment. · Evaluate course scheduling and its impact on student enrollment (i.e., class size independently and in relation to the number of course sections offered, review the history of class cancellations, evaluate the scheduled day/time of course offerings) · Develop a financial model to identify those courses that may be added if additional sections are required. · Evaluate the number and variety of courses offered in the spring/summer semesters and plant efficiency for spring & summer courses. · Recruit and maintain a pool of qualified faculty (2) Facility. · Plot course scheduling and public use of facility to determine percentage of utilization · Review energy utilization and operational costs and compare to industry averages. (3) Technology Utilization. · Coordination w ith IT plan · The method for communicating w ith external stakeholders (i.e., students, donors, etc.) · The time required to complete routine job tasks. (4) Human Resources. · Review the college's human resource needs · Identify how human resource needs are best met. (5)Program Evaluation. · Identify timeline for program evaluation · Collect and evaluate data for respective programs · Develop recommendations for improvement (6) Employee Suggestion Collection Process. · Develop and document the idea submission process · Identify major categories · Implement the process

7: Project Outcome Measures

A: Outcome measures for each category include the follow ing: FIRST CATEGORY - FINANCIAL RESOURCES: (1) Grants. · Number of grants submitted · Number of grants funded · Renew al of existing grants (2) Legislative. · FYES funding level established · State funding relative to other state community colleges · Capital outlay funding (3) Fundraising. · Foundation support of college operations · Annual contributions received by foundation (4) Course Registration, Tuition & Fees. · Recommended course registration · Tuition and fee structure · Enrollments both in headcount and contact hours. (5)Business & Industry. · Enhanced revenues · Business/Industry training sites established · M-TEC partners · Programs offered for professionals · "Kids" and senior citizens · Customized training

programs (6) Millage. · Authorized millage · Mills levied · Debt obligations paid SECOND CATEGORY - OPERATIONAL EFFICIENCIES: (1) Enrollment. · Class size · Contact hours · Average student contact hour load · Operating expenses · Staffing · Number and time of course offerings (2) Facility. · Facility expenses · Facility utilization (occupancy) (3) Technology Utilization. · Operating expenses · Employee satisfaction (4) Human Resources. · Number of position descriptions that undergo significant task/duty changes. · Number of positions eliminated. · Employee FTE · Organizational chart restructure · Wage and benefit cost comparison with ACS data (5) Program Evaluation. · Concrete recommendations for: - The addition of programs - Improvement within an existing program - Program continuation - Program elimination (6) Employee Suggestion Collection Process. · The number of ideas submitted · The number of ideas implemented · Operational costs · Stakeholder and employee satisfaction

8: Other Information

A: Year One targets for each category include the following: FIRST CATEGORY - FINANCIAL RESOURCES: (1) Grants. Maintain existing grant funding; submit at least two new (excluding Fast Track) grants; obtain one new grant funding (2) Legislative. Develop a timeline calendar for visiting key legislatures and obtain capital outlay planning process approval. (3) Fundraising. Develop alumni database and solicit contributions; complete a comprehensive review and update of the current mailing list. (4) Course Registration, Tuition & Fees. - Increase spring/summer enrollment (head count) by 10%, - Keep tuition rates at the state average - Identify course specific expenses to determine whether course fees should be implemented. (5) Business & Industry Partnerships. Identify benchmarks and develop implementation plan. (6) Millage. Assess the need for additional millage support. SECOND CATEGORY - OPERATIONAL EFFICIENCIES: (1) Enrollment. Increase the average class size, average student contact hour load and operational efficiency as measured by the cost per contact hour of instruction (by instructional area) as measured over the prior fiscal year benchmark. Increase spring/summer enrollment (head count) by 10%. (2) Facility. Remain below the state average cost for community college physical plant and energy expenses as measured in square and cubic feet respectively. (3) Technology Utilization. Develop the plan for conducting job process evaluations. (4) Human Resources. Continue evaluating each position vacancy to determine need prior to posting; redesign positions as necessary to meet the college's needs. (5) Program Evaluation. Use PERT process to evaluate the Early Childhood, Associate of Science, Automation and Office Systems programs. (6) Employee Suggestion Collection Process. Develop the process for soliciting campus-wide suggestions for cost containment.Year Two targets for each category include the following: FIRST CATEGORY - FINANCIAL RESOURCES: (1) Grants. Maintain existing grant funding; submit at least two new (excluding Fast Track) grants; obtain one new grant funding (2) Legislative. Raise the fiscal year equated student (FYES) funding level. (3) Fundraising. Increase Century Club annual giving by 50%. (4) Course Registration, Tuition & Fees. - Increase spring/summer enrollment by 5% over the previous year, - Maintain tuition rates at the state average. (5) Business & Industry Partnerships. Begin implementing plan (6) Millage. If additional millage support was deemed necessary in year 1, develop the plan for a millage election, if needed. SECOND CATEGORY - OPERATIONAL EFFICIENCIES: (1) Enrollment. Increase the average class size, average student contact hour load and average cost per contact hour of instruction (by instructional area) from the prior fiscal year. Increase spring/summer enrollment by 5% over prior year. (2) Facility. Remain below the state average cost for community college physical plant and energy expenses as measured in square and cubic feet respectively. (3) Technology Utilization. Implement the plan for job process evaluation. (4) Human Resources. Continue evaluating each position vacancy to determine need prior to posting; redesign positions as necessary to meet the college's needs. (5) Program Evaluation. Use PERT process to evaluate the PC Software Support, Associates of Arts, Water Resource Management & Environmental Management, and Contracting with Business & Industry programs. (6) Employee Suggestion Collection Process. Solicit, review, evaluate and implement cost containment suggestions in accordance with the plan.Year Three targets for each catgegory include the following: FIRST CATEGORY - FINANCIAL RESOURCES: (1) Grants. Maintain existing grant funding; submit at least two new (excluding Fast Track) grants; obtain one new grant funding. (2) Legislative. Raise the FYES funding level. (3) Fundraising. Conduct a feasibility study for a performing arts center capital campaign (4) Course Registration, Tuition & Fees. - Increase spring/summer enrollment by 5% over the previous year, - Maintain tuition rates at the state average. (5) Business & Industry Partnerships. Continue implementing the plan. (6) Millage. If additional millage support was deemed necessary in year 2, implement the millage election plan. SECOND CATGEGORY - OPERATIONAL EFFICIENCIES: (1) Enrollment. – Increase the average class size, average student contact hour load and average cost per contact hour of instruction (by instructional area) from the prior fiscal year. Increase spring/summer enrollment by 5% over prior year. (2) Facility. Remain below the state average cost for community college physical plant and energy expenses as measured in square and cubic feet respectively. (3) Technology Utilization. Continue implementing the plan for job process evaluation. (4) Human Resources. Continue evaluating each position vacancy to determine need prior to posting; redesign positions as necessary to meet the college's needs. (5) Program Evaluation. Use the Pert process to evaluate the Marketing, Human Services, Business/Small Business, and Computer Aided Design programs. (6) Employee Suggestion Collection Process. Solicit, review, evaluate and implement cost containment suggestions in accordance with the plan.

Project Update

1: **Project Accomplishments and Status**

A: Last year's report described the college's lack of resources to adequately address all twelve of the ad hoc projects encompassed within this AQIP "Fiscal Stability" project. Consequently, project leaders decided early in the 2005-2006 year to focus on just two of the twelve focus areas – 1) the examination of registration processes and tuition and fee structures and 2) the evaluation of course scheduling and its impact on student enrollment – under the heading of Scheduling Management. A separate AQIP project declaration document has been prepared and is being posted simultaneously with this report, as a new project. All annual AQIP reports will be reported under that project. We plan to officially "cancel" the Fiscal Stability action project. While the college narrowed its AQIP project focus, it did not abandon all of the activities originally outlined in the project. During the 2005-2006 year, significant activity occurred in the legislative arena. College representatives - the President, board members, the college lobbyist – spent considerable amounts of time at the state capital, educating legislators on the funding disparity between our institution and other community colleges in the state. Letter-writing campaigns were organized to contact state legislators, encouraging them to support our funding requests. The college president testified before the House Appropriations Subcommittee for Community Colleges. These activities were fruitful as the legislature adjusted our funding base by 4% - an additional $200,000 in our 2006-2007 appropriations. Business and industry partnerships continued to expand. Since the 2004-2005 year, the Workforce Development Division reported a 10% increase in its course offerings; a 16% increase in training hours; and a 21% increase in the number of course registrations. Through continued friendraising and fundraising activities, the foundation's assets have now exceeded $5 million. The college is expanding its presence in Dickinson County, where residents approved one mill to construct a permanent Bay College branch facility. Schedule for completion in the fall of 2007, the 66, 700 square feet facility will house 30 classrooms with projected enrollment growth of 35% at that campus. The college continues to examine its operational expenses. Human resource needs are re-evaluated as employees retire or leave. The effectiveness of programs and services are routinely reviewed. Where feasible, technology is implemented to increase operational efficiencies. Employees have been encouraged to identify cost-cutting ideas and/or process-efficiency measures. Although we will not submit annual AQIP reports, describing our efforts to improve the financial stability of the college, the college will continue to look for ways to grow its financial resources and increase its operational efficiency.

2: **Institution Involvement**

A: Since this project was scaled back to become the Scheduling Management project, no formalized process existed to report progress on employee involvement.

3: **Next Steps**

A: Other than the Scheduling Management component of this project, there are no planned next steps to this project.

4: **Resulting Effective Practices**

A:

5: **Project Challenges**

A: Bay College will always be challenged to grow its financial resources and to improve efficiencies. Those challenges, however, are no longer being tracked as part of an action project (with the exception of the Scheduling Management project.)

6: **AQIP Involvement**

A:

Update Review

1: **Project Accomplishments and Status**

A: The institution has achieved reasonable progress in the identification of methods and approaches to positively impact financial and

human resources and subsequently the organizations overall effectiveness. The institution appears to have looked for w ays to strategically align itself w ith partners in industry and government w ho w ill help them to further their institutions goals and objectives relative to fiscal health and overall institutional effectiveness. This project seems to align most closely w ith Category Six –Supporting Institutional Operations and identifies long and short term initiatives to ensure that the level of institutional efficiency w ill not diminish.

2: **Institution Involvement**

A: The institution still needs to identify w ho w ill be involved in the execution and management of these initiatives as identified.

3: **Next Steps**

A:

4: **Resulting Effective Practices**

A:

5: **Project Challenges**

A: The institution has effectively identified the need to grow financial resources and improve efficiencies as an ongoing challenge. As this is a part of effective organizational management this w ill be an ongoing process for the institution.

6: **AQIP Involvement**

A: