



# 21st Century Maricopa

is an initiative of the Maricopa Community Colleges that is designed to help our students become more successful, in the process allowing us to operate more efficiently and effectively. Use this site to track our progress. 21st Century Maricopa initiatives are found in four subject areas: Student Success, Human Resources and Employee Development, Business Services and Information Technology. For details, visit any of the four subject areas on the right side of the page, and explore the ways we are designing a 21st Century Maricopa.

## 21st Century Maricopa News

There are currently no active announcements.

## Site Information

This website charts the progress of each consultant recommendation. On the right you will find information that will help you track the progress of 21st Century Maricopa:

- Use the section shaded in gray to find information about the four general areas of inquiry.
- Within each item you will be able to see the progress of work teams that are examining each initiative.
- Go to [Links & Resources](#) for background documents describing the project and documentation from December 2009 forward. You will also find biographical information about the steering team members.

Implementation  
Planning

## Planning and Implementation Status

Learn more about the 21st Century Maricopa Process

### Business Systems

**Goal: C02 - BUDGET ANALYSIS: Other District Budget Issues 100.00% Complete**

Recommendation - **R1: Decentralize budgeting for costs like medical/health insurance, FICA, building maintenance, professional development, etc in order to reflect the true cost of providing programs. 100% Complete**

Recommendation - **R2: Formalize budget review process including centralized budget analysis, review and approval of budgets 100% Complete**

**Goal: D03 - PROCUREMENT: Cost Savings 100.00% Complete**

Recommendation - **R1: Commodity Review – Reviewing what we purchase, by commodity. 100% Complete**

Recommendation - **R2: Standardized Procurement – Standardizing use of contracts and same products and services across the district. 100% Complete**

Recommendation - **R3: Improved Communications – by Purchasing for the users. 100% Complete**

Recommendation - **R4: Contract Management – Evaluate a software system for managing contracts. 100% Complete**

Recommendation - **R5: E-Procurement System – Evaluate a software system for online ordering from vendors. 100% Complete**

Recommendation - **R6/R7: P-Card and LPO 100% Complete**

Recommendation - **R8: Vendor Discounts – Bid, negotiate and take advantage of vendor discounts for prompt payment. 100% Complete**

**Goal: E20 - Information Technology: Financial Strategies: Collect and analyze appropriate data in order to more efficiently allocate and manage**

**operational and capital expenditures 100.00% Complete**

- ● Recommendation - **R3: Consider the possibilities of and make recommendations regarding the initiation of a student technology fee.** 100% Complete

**Goal: F11 - FACILITIES & FLEET MAINTENANCE: Recommendations (Outsourcing opportunities) 100.00% Complete**

- ● Recommendation - **R1: Colleges manage fleet operations with outsourced maintenance provider** 100% Complete
- ● Recommendation - **R2: Create a standard vendor contract for vehicle procurement** 100% Complete
- ● Recommendation - **R3: Create varied usage policies leading to variations across the district** 100% Complete
- ● Recommendation - **R4: Use of rental vehicles to reduce capital acquisition costs** 100% Complete
- ● Recommendation - **R5: Utilize College's occupational program resources to maintain vehicles** 100% Complete

**Goal: H05 - FACILITIES & FLEET MAINTENANCE: Recommendations (Centralized operation opportunities) 100.00% Complete**

- ● Recommendation - **R1: Custodial services, grounds and landscaping, fleet maintenance** 100% Complete
- ● Recommendation - **R2: HVAC maintenance, crafts** 100% Complete

**Goal: H06 - FACILITIES & FLEET MAINTENANCE: Recommendations (Utility management) 100.00% Complete**

- ● Recommendation - **R3: Aggregated metering and consolidated billing of electric and gas utility services (College/District), Review of rate tariffs for all electric and gas utilities, Volume purchase of gas (wholesale purchase)** 100% Complete

**Goal: I01 - PUBLIC SAFETY: Ideal State (Role of District): 76.67% Complete**









- ● Recommendation - **R1: Common vehicles and uniforms** 100% Complete
- ● Sub-Recommendation - R1: Common vehicles and uniforms
- ● Sub-Recommendation - **Standardize training, weapons and equipment.** 50% Complete
- ● Recommendation - R2: Public Safety: Ideal State (Role of District)
- ● Sub-Recommendation - **Budget and allocate resources; College President conducts performance evaluations of College Public Safety Director and monitors Customer Service Level Agreement; Communicates to students and employees public safety concerns, issues, and events; Develop standardized and consistent policies and procedures for training and incident reporting; Develop timely warning policy and procedure; District Public Safety Director oversees the Public Safety function for MCCCCD similar to a "chief of police" concept; Evaluate performance of each College Public Safety Director; Implement emergency management planning; Monitors and reports incidents to District and College; Monitors daily operations, hiring and firing of officers, and staffing models; Public Safety Director oversees the Public Safety function for the College similar to a "precinct captain" concept** 80% Complete

**Goal: J02 - OTHER PROGRAMS: Strategies & Actions (Tuition Billing/Collections): 100.00% Complete**





- ● Recommendation - **R1: Create a consolidated user friendly student bill accessible of MyMaricopa** 100% Complete
- ● Recommendation - R2: Direct Deposit of excess financial aid and tuition reimbursements
- ● Sub-Recommendation - **Merged: J06-OtherPrograms:Strategies & Actions(Academic Affairs/Student Affairs), Direct Deposti of excess Financial Aid Checks** 100% Complete

**Goal: J03 - OTHER PROGRAMS: Strategies & Actions (Accounts**

**Payable/Accounting): 100.00% Complete**

-   Recommendation - **R1: Centralized payment of invoices** 100% Complete
-   Recommendation - **R2: Negotiation and application of early payment** 100% Complete
-   Recommendation - R3: Standardize functional reporting classifications and charge centers resulting from realignment of current chart of accounts  
Sub-Recommendation - **Merged: C01-Budget Analysis: A&M budget roll-up creates a management view, College and district roll-up: A&M rolled up the charge center views into groups and subgroups to better analyze across the colleges** 100% Complete
-   Recommendation - **R4: Budget Enrollment Growth at Colleges** 100% Complete

**Goal: J05 - OTHER PROGRAMS: Strategies & Actions (Institutional Effectiveness/Research): 100.00% Complete**



-   Recommendation - **R1: Organizational oversight should be with Vice Chancellor for Academic Affairs/Student Affairs versus Business Services** 100% Complete
-   Recommendation - **R2: Scheduled participation in student success/engagement benchmarking studies (Noel Levitz and NCCPB)** 100% Complete

  **Human Resources and Employee Development**





**Goal: F05 - HUMAN RESOURCES: Active Retirees 100.00% Complete**

-   Recommendation - **R1: Eliminate Active retirement--use adjuncts** 100% Complete





**Goal: F06, 07, 08 - HUMAN RESOURCES: New Governance and operational Model 80.00% Complete**

-   Recommendation - R1: Develop a Governance Model between District Office and the Colleges to determine policies and how decisions are made  
Sub-Recommendation - **Shift more decision making to the Colleges, allowing District to take on more transactional, policy and program design (1); Document and update HR policies and procedures, ensuring consistency; Design new HR Service Delivery Model; Design supporting HR Organizational Structure ; Develop HR metrics to support new model and manage overall performance of HR; The new governance model will require a shift from individual employee group councils to council across all employee groups; Reallocate staff between district office and the colleges; Standardize HR policies and procedures to build into the Service Delivery Model (1)** 80% Complete

**Goal: F09 - HUMAN RESOURCES: Strategies & Actions (Compensation & Performance Management) 25.00% Complete**

-   Recommendation - **R1: Develop revised compensation philosophy, structure District-wide** 0% Complete
-   Recommendation - **R2: Standardize performance management process and tools (i.e. common approach, template, rating scale with interface to HRIS, online performance mgt, and self-service performance appraisal mgt app)** 50% Complete



**Goal: F10 - HUMAN RESOURCES: Strategies & Actions (HRIS) 75.00% Complete**



-   Recommendation - **R1: Implement online Benefits Open Enrollment** 100% Complete
-   Recommendation - R2: Invest in further automation of HR forms and processes (i.e. review and improve hiring process workflow)  
Sub-Recommendation - **Implement employee and manager self-service** 50% Complete

  **Student Success**



  **Goal: A01 - Recruitment, Centralized Marketing & Outreach Activities**

  **Goal: A01 - Recruitment - Centralized Marketing & Outreach Activities (1) 10.00% Complete**

  Recommendation - R1: Centralize and coordinate certain marketing, information and outreach activities that are currently being performed by Colleges at varying levels with varying approaches, including;  
Sub-Recommendation - **Expanded coordination of relationships with four-year transfer institutions to capture their drop-out students; Targeting agencies for community outreach that could generate reentry students, like social services agencies, domestic violence centers, etc; One access point for Maricopa workforce connections; Coordinated recruiting through business and industry for workforce development programs** 10% Complete

  Recommendation - R2: 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)  
Sub-Recommendation - **Use this system to drive targeted student and parent communications, such as marketing and information materials, financial aid information, etc; Use this system to deliver messages via telephone, email, IM and postings, notifying prospective students of impending deadlines, campus events, acceptance, etc** 10% Complete

  **Goal: A02 - Recruitment - Localized Marketing & Outreach Activities (2) 10.00% Complete**

  Recommendation - R1: College recruitment plans should reflect a general aspiration that their student population mirrors the demographics of the local population  
Sub-Recommendation - **Specialized recruitment strategies for ethnic student populations should be developed, where required; Financial aid staff should be available to provide information to potential students during any MCCCDCollege recruitment events; Use enrolled students, alumni, and faculty as ambassadors in recruiting, whenever possible** 10% Complete



  **Goal: A03 - Recruitment - Long-Term Planning (3) 100.00% Complete**



  Recommendation - **R1: Create College-specific accountability plans that align their strategic plans with District's vision and priorities and promotes data-driven decision making** 100% Complete



  Recommendation - **R2: Promote effective planning and leadership to drive collaborative and continuous improvement** 100% Complete

  Recommendation - **R3: Seek continuous feedback from, and collaborate with customers and stakeholders, such as students, staff, faculty and community partners** 100% Complete

  **Goal: A04 - Recruitment - Centralized Dual Enrollment (4) 85.00% Complete**

  Recommendation - R1: Coordinate Dual Enrollment centrally within MCCCDCollege at District level  
Sub-Recommendation - **Ensure that every high school has one specified MCCCDCollege Dual Enrollment Coordinator contact as defined by District Office Dual Enrollment who is likely to be the closest College's Dual Enrollment staff member and handles the day-to-day relationship and man; Every high school has only one Dual Enrollment agreement with MCCCDCollege, covering all applicable MCCCDColleges as opposed to multiple, separate agreements with individual College** 80% Complete

  Recommendation - R1: Coordinate Dual Enrollment centrally within MCCCDCollege at District level  
Sub-Recommendation - **Create one MCCCDCollege Dual Enrollment process for admissions, registration and financial aid across all ten Colleges, available online** 100% Complete

  Recommendation - R1: Coordinate Dual Enrollment centrally within MCCCDCollege at District level

Sub-Recommendation - **Implement the long-term strategic coordination**

Sub-Recommendation - **Implement the long-term strategic coordination of the recruitment of new high schools to be managed by District Office Dual Enrollment** 100% Complete



Recommendation - R1: Coordinate Dual Enrollment centrally within MCCCD at District level

Sub-Recommendation - **Develop a District-wide curriculum plan for the course offerings at the area high schools** 70% Complete



Recommendation - R1: Coordinate Dual Enrollment centrally within MCCCD at District level

Sub-Recommendation - **Create one MCCCD Dual Enrollment website processed centrally** 75% Complete



**Goal: A05 - Recruitment - One Door (5) 41.18% Complete**



Recommendation - R1: Communication

Sub-Recommendation - **Implement consistent communication to students with rejected ISIRS regarding responsibility for resolution.** 100% Complete



Recommendation - R1: Communication

Sub-Recommendation - **Improve student accessibility related to financial aid processes (transparent communication)** 10% Complete



Recommendation - R1: Communication

Sub-Recommendation - **A step by step student Financial Aid and Enrollment companion guide for all ten college accessible from my.maricopa.edu or Student Center** 10% Complete



Recommendation - **R2: One Maricopa Front Door - Implement a standard application for enrollment (SIF) and a standard application for Financial Aid (FASFA) for each of the ten colleges** 100% Complete



Recommendation - R3: Scholarships

Sub-Recommendation - **Create a standard general scholarship paper or electronic application for each college to be supplemented by donor driven specific criteria, when applicable.** 10% Complete



Recommendation - R3: Scholarships

Sub-Recommendation - **Investigate the possibility of developing/purchasing and implementing technological solution enabling students to search for scholarship opportunities from my.maricopa.edu or Student Center based on identified criteria.** 10% Complete



Recommendation - R4: Automation & Technology

Sub-Recommendation - **Automate the mechanical aspects of the financial aid process.** 50% Complete



Recommendation - R4: Automation & Technology

Sub-Recommendation - **Implement a standard digital imaging solution, across the District, to improve workflow and productivity at each college.** 10% Complete



Recommendation - R4: Automation & Technology

Sub-Recommendation - **Revise the packaging application to automatically calculate accurate award amounts factoring all aid types, enrollment levels, and individual student start dates.** 10% Complete



Recommendation - R4: Automation & Technology

Sub-Recommendation - **Improve understanding of SIS capabilities and provide structured, ongoing training** 10% Complete



Recommendation - R5: Outsourcing & Centralization

Sub-Recommendation - **Investigate a shared outsource service or centralized internal service model for services such as default prevention, debt management and repayment, applicant outreach and Financial Literacy** 10% Complete





Recommendation - R5: Outsourcing & Centralization

Sub-Recommendation - **Investigation of the centralization of direct loan reconciliation at the District office.** 10% Complete





Recommendation - **R6: Maricopa Student Refund Project - Automate the distribution of excess financial aid awards to students via direct**



**deposit or onto a payment card that hold the excess funds. 100% Complete**

  Recommendation - R7: Processes, Policies and Federal Compliance - Standardized policies, processes, timelines and deadlines for key activities for Financial Aid when possible, in accordance with Federal Regulation and Institutional Business Processes

Sub-Recommendation - **Review current practices related to awarding, disbursing, and managing federal student aid to ensure compliance with all applicable regulations (including grants, loans, and FWS). 50% Complete**

  Recommendation - R7: Processes, Policies and Federal Compliance - Standardized policies, processes, timelines and deadlines for key activities for Financial Aid when possible, in accordance with Federal Regulation and Institutional Business Processes



Sub-Recommendation - **Standardize the period for all financial aid disbursements across MCCCDC to after the start of classes (e.g., 10 days after classes begin) 100% Complete**



  Recommendation - R7: Processes, Policies and Federal Compliance - Standardized policies, processes, timelines and deadlines for key activities for Financial Aid when possible, in accordance with Federal Regulation and Institutional Business Processes


Sub-Recommendation - **Strategic analysis of student financial aid policies regarding packaging, default management of student loans and cost of attendance. 10% Complete**

  Recommendation - **R8: Standardize the date of all financial aid disbursements to the late disbursement date across MCCCDC or after the start of classes (e.g., 10 days after classes begin) 100% Complete**

**Goal: A06 - Recruitment - One Stop (6) 24.00% Complete**

  Recommendation - **R1: Deploy technology to manage student waiting times in the One Stop, including online scheduling of appointments for services, My Maricopa computer bank for self-service and instant notification technology enablers, such as text messaging 10% Complete**



  Recommendation - **R2: Implement One Stop at all Colleges, including Enrollment Services, Financial Aid, Placement Testing, Academic Advising, Registration, Student ID cards, Parking Passes, and Cashiers a single location with an initial triage system level 80% Complete**



  Recommendation - **R3: Staff One Stops at all Colleges with cross-functional, cross-trained personnel where students can have all of their needs addressed at the beginning of the semester and throughout the year 10% Complete**





























  Recommendation - **R4: Utilize One Door technology that will track student interactions with College service staff from the time of their original enrollment through achievement 10% Complete**

  Recommendation - **R5: Implement a District-wide Contact Center that would facilitate admission and enrollment processes in a virtual environment such as phone, live chat, and email to include: Admissions, Testing, Registration, My.Maricopa Self-Service, Fiscal/Cashier, Adv 10% Complete**

**Goal: A07 - Recruitment - Placement Testing & Degree Pathway Planning (7) 75.00% Complete**

  Recommendation - **R5: Identify courses other than 100-level Math, Reading and English where basic competency is required in these subject areas for future success. 25% Complete**

  Recommendation - **R6: MANDATE placement testing and subsequent placement in appropriate Math, Reading, and / or English developmental courses for ALL first-time, degree / certificate / transfer-seeking students, except for those who meet exemption criteria 100% Complete**

		Recommendation - <b>R7: MANDATE successful completion of developmental classes for ALL students who place into them before enrollment in corresponding 100 level Math, Reading, and English classes</b> 100% Complete
		<b>Goal: A08 - Recruitment - Mandatory Orientation (8) 46.67% Complete</b>
		Recommendation - <b>R1: Implement a MANDATORY online orientation program for ALL first-time, degree, certificate and transfer-seeking students</b> 30% Complete
		Recommendation - <b>R2: Implement a MANDATORY in-person orientation program for ALL first-time, degree, certificate and transfer-seeking students</b> 100% Complete
		Recommendation - R3: Offer additional components to specific target populations: Sub-Recommendation - <b>Financial Aid and Debt Management workshop for students receiving financial aid; Mentoring program sign-up at orientation; Introduction to, and creation of a Goal Setting account, e.g. (iGoal); College Public Safety; Tuition payment plan options; Student identifications cards; MCCC student support services</b> 10% Complete
		<b>Goal: A09 - A11 Student Success - ITS 0.00% Complete</b>
		Recommendation - <b>R1: Support student success through ITS</b> 0% Complete
		<b>Goal: A09 - Retention - Mandatory Advising &amp; Goal Setting (9) 32.50% Complete</b>
		Recommendation - R1: Implement a consistent tracking software solution across all of MCCC Colleges that logs all communications between staff and student Sub-Recommendation - <b>This system will log and track student to degree, certificate or pathway plan and capture key elements such as academic advising history and notes, counseling notes within FERPA standards, tutoring info having reporting/alerts to trigger intervention</b> 10% Complete
		Recommendation - R1: Implement a consistent tracking software solution across all of MCCC Colleges that logs all communications between staff and student Sub-Recommendation - <b>Automated alert system will prompt academic advisors to pursue advising sessions with specific student populations, such as those nearing credit requirement fulfillment and those that have not registered for future classes</b> 10% Complete
		Recommendation - <b>R2: Implement an automated pre-requisite verification across Colleges allowing students to add / drop online rather than having to see Advising for prerequisite or add / drop sign-off</b> 10% Complete
		Recommendation - R3: MANDATE annual advising prior to Fall registration for all continuing degree, cert & transfer-seeking students. Review student progress against their degree, cert or transfer pathway, checking progress & reevaluating goals, select courses for two sem Sub-Recommendation - <b>"Academic Advising Days or Weeks" towards the end of Spring semesters to release students from class to meet with an advisor regarding goal-setting / progress tracking, registration needs and to facilitate class registration</b> 0% Complete
		Recommendation - R3: MANDATE annual advising prior to Fall registration for all continuing degree, cert & transfer-seeking students. Review student progress against their degree, cert or transfer pathway, checking progress & reevaluating goals, select courses for two sem Sub-Recommendation - <b>Annual degree pathway advising is a minimum requirement. Students can proactively seek advising at any time</b> 65% Complete
		Recommendation - R4: MANDATE comprehensive advising, all first time

degree, cert & transfer-seeking students, following placement testing.  
 Student/Advisor define initial degree, certificate or transfer pathway & discuss academic goals, majors, workload, & time to comp  
 Sub-Recommendation - **Students will experience a formal goal-setting process with the advisor and will be able to track their progress to these goals online utilizing an application such as iGoal** 100% Complete

**Goal: A10 - Retention - Progress Tracking (10) 10.00% Complete**

Recommendation - R1: Implement a standardized "Early Alert Response System" (EARS), such as starfish, that is integrated with the above LMS  
 Sub-Recommendation - **EARS should have automated alerts that are triggered when key leading indicators of potential student drop or withdrawal are recognized by the system, including missed classes, late course work, declining or poor grades or instructor concern** 10% Complete

Recommendation - R1: Implement a standardized "Early Alert Response System" (EARS), such as starfish, that is integrated with the above LMS  
 Sub-Recommendation - **EARS should produce daily 'exception reporting' so that specific individuals have clear visibility and responsibility for taking the prescribed action steps to remediate student issues before they lead to failing grades, drop out or withdrawal** 10% Complete

Recommendation - R1: Implement a standardized "Early Alert Response System" (EARS), such as starfish, that is integrated with the above LMS  
 Sub-Recommendation - **EARS should include monitoring and feedback loops for all stakeholders, including instructors, counselors, faculty, advisors, and tutoring center** 10% Complete

Recommendation - **R2: Require faculty to report applicable ongoing student progress within the standardized LMS only** 10% Complete

**Goal: A11 - Retention - Tutoring, Mentoring & Additional Support (11) 16.25% Complete**

Recommendation - R1: Align focus of tutoring services to provide quality, high-touch assistance to students in top 'at risk' courses.  
 Sub-Recommendation - **Specific initiatives should include formally organized and directed study sessions and tutoring services geared toward succeeding in these specific courses** 10% Complete

Recommendation - **R2: Implement a mandatory, formal tutor training program, including faculty developed / lead tutor training and tutoring program certification (e.g. CRLA, NCLCA, ATP), to ensure tutors have appropriate breadth and depth of subject matter knowledge** 25% Complete

Recommendation - **R3: Implement a consistent tracking software solution across all of MCCC Colleges that records student usage of all tutoring, mentoring, academic support services and builds an ongoing history through a student's academic career and integrate seamlessly** 10% Complete

Recommendation - **R4: Develop mentoring programs with existing learners to help retain incoming students that students can opt into beginning during orientation** 20% Complete



**Goal: B01 - Achievement - Coordinated Career Services (12) 15.00% Complete**



Recommendation - R1: Centrally coordinate the management of relationships with established and new area employers to maximize the opportunities for students by fully developing these relationships  
 Sub-Recommendation - **e.g. Explore internship and co-op opportunities with employers with whom MCCC has a Workforce Development relationship** 10% Complete

Recommendation - R1: Centrally coordinate the management of relationships with established and new area employers to maximize the opportunities for students by fully developing these relationships  
 Sub-Recommendation - **e.g. Explore Workforce Development**



**opportunities with employers with whom MCCCDC has an internship program relationship 30% Complete**


  Recommendation - R1: Centrally coordinate the management of relationships with established and new area employers to maximize the opportunities for students by fully developing these relationships  
Sub-Recommendation - **e.g. Explore service learning opportunities with social service agencies with whom MCCCDC has an information delivery or recruiting relationship 10% Complete**

  Recommendation - **R2: Provide a comprehensive set of career planning tools to be used consistently across all MCCCDC Colleges, including self-assessment tools, online career services center and District-wide co-op, internship, career and job fairs 10% Complete**



**Goal: B02 - Achievement - Enhanced Transfer & Transcript Services (13) 50.00% Complete**

  Recommendation - **R1: Develop a centralized and automated degree audit system that is usable and accessible at each individual college 100% Complete**



  Recommendation - **R2: Develop a single transcript request interface accessible through the 'One Door' where students can request transcript information at one time no matter how many MCCCDC Colleges they have attended 10% Complete**

  Recommendation - **R3: Improve District Office and College transfer student support services through initiatives such as a regular, District wide transfer fairs, regularly scheduled four-year university representative visiting individual MCCCDC Colleges 80% Complete**



  Recommendation - **R4: Develop a centralized and automated graduation system that is usable and accessible at each individual college. 50% Complete**

  Recommendation - **R5: Develop a process that allows for a student's MCCCDC coursework to be automatically transferred and posted when enrolling at other MCCCDC institutions to facilitate internal use in enrollment processing, degree audit, advising and graduation 10% Complete**



**Goal: B03 - Achievement - Continuous Improvement & Long-Term Planning (14) 100.00% Complete**

  Recommendation - **R1: Use the voice of community and professional leaders to develop academic and vocational programs that prepare students to meet the needs of the local market 100% Complete**

**Goal: E22 - Information Technology: Organizational Strategies: Optimize organization structure, governance and service delivery model to function as a pure shared services model 81.67% Complete**

  Recommendation - **R1: Create a new system and process for the Maricopa District to take responsibility and leadership in implementing instructional innovation that includes the finance, governance, systemic roadmap and rational of the model. 20% Complete**

**Goal: G06 - STUDENT TO FACULTY RATIO & MIX: What this could mean for MCCCDC... 50.00% Complete**

  Recommendation - R1; In times of budget reductions, the Class Size Model provides options to save money while maintaining the same level of service to students:  
Sub-Recommendation - **MCCCDC can increase class sizes in certain courses to new thresholds without negatively impacting student course completion; Additionally \$2.5 Million annually (B) could be saved by increasing the proportion of instructional adjuncts by 10% without impacting successful student completion 50% Complete**

**Goal: J02 - OTHER PROGRAMS: Strategies & Actions (Tuition Billing/Collections): 100.00% Complete**

  Recommendation - **R3: Standardize financial aid disbursement cycles 100% Complete**

100% Complete

**Goal: J07 - OTHER PROGRAMS: Cost Savings 85.00% Complete**

Recommendation - **R1: Centralize Assessment and Research program within the Maricopa Center for Learning and Instruction- \$633,000**  
100% Complete

Recommendation - **R2: Eliminate duplication of Professional Development Training and Faculty Leadership Training within the Colleges and District Office budgets- \$207,000** 70% Complete

**Technology Services**

**Goal: E20 - Information Technology: Financial Strategies: Collect and analyze appropriate data in order to more efficiently allocate and manage operational and capital expenditures 100.00% Complete**

Recommendation - **Determine current IT funding/FTSE funding; IT/FTSE and IT service levels for each college** 100% Complete

Recommendation - **R1: Benchmark per-college metrics against EDUCAUSE, Gartner and others** 100% Complete

Recommendation - **R2: Centralize IT funding and budgeting decision-making for capital and operating funds including centralized approval of college-managed IT capital funds** 100% Complete

Recommendation - **R5: Reforecast FY 09-10 IT budget to be consistent across colleges based on metrics** 100% Complete

Recommendation - **R6: Review all support & maintenance agreements (particularly ERP systems) & vendor contracts for all IT infrastructure, apps & services to identify specific opportunities to negotiate (with same or alternative providers) better terms, lower costs or both** 100% Complete

**Goal: E21 - Information Technology: Operational Strategies: Review and revise policies and procedures to improve efficiency and service levels 70.00% Complete**

Recommendation - R1: Centralize "Service Quality Management" to develop, enforce and track SLA's  
Sub-Recommendation - **Select 3 representative services; design and prove the process of developing and implementing SLA's for those 3 services.; Establish "Service Quality Management" function for development, enforcement and tracking of SLA's; Based on revised district-wide IT services model, identify and prioritize all services for which SLA's should be developed.** 50% Complete

Recommendation - R2: Develop a district-wide disaster recovery plan  
Sub-Recommendation - **Review ITS's plan for Airpark 2nd data center and recommend revised plan** 80% Complete

Recommendation - **R2: Develop a District-Wide Disaster Recovery Plan - Phase 2** 80% Complete

Recommendation - **R3: Develop and implement new IT procurement process in accordance with new governance structure including vendor selection and contract negotiation process** 80% Complete

Recommendation - R4: Establish a task force for security and risk management  
Sub-Recommendation - **Select 1-2 representative systems or procedures; design and prove the process of developing security policies based on best practices; Complete security policies based on new Service Delivery Model and Governance** 50% Complete

Recommendation - **R5: Revise IT policies and procedures at the district office and at the colleges in accordance with new organizational structure and governance** 80% Complete

**Goal: E22 - Information Technology: Organizational Strategies: Optimize organization structure, governance and service delivery model**

**to function as a pure shared services model 81.67% Complete**

Recommendation - R2: Design new IT Service Delivery Model

- Sub-Recommendation - **Conduct inventory of all current systems and services as basis for service model and organizational discussions; Collect and review best practices in IT strategic planning; Based on best practices, define criteria for centralization, decentralization and outsourcing of IT functions. Map all IT services** 100% Complete

  
- Recommendation - R3: Establish new organizational structure and IT governance

Sub-Recommendation - **Collect organizational charts, official job descriptions and actual work assignments for all IT personnel throughout the District; Design detailed organizational structure to support redesigned scope of functions and services; Develop a shared governance model between DITS and Colleges** 80% Complete

  
- Recommendation - R4: Evaluate the role of student workers 100% Complete

  
- Recommendation - R5: Right-size IT organization following a review and redefinition of IT job descriptions, roles and responsibilities, and competencies (may include re-allocation of resources between District Office and College IT) 100% Complete

  
- Recommendation - R6: Standardize process and timing of College and District-wide IT Strategic planning

Sub-Recommendation - **Develop IT strategic/operational planning process and timeline; Collect and review best practices in IT strategic planning** 90% Complete

  
- Goal: E23 - Information Technology: Integration of Systems: Integrate systems as appropriate according to revised organization structure and service delivery model 100.00% Complete**

  
- Recommendation - R1: Integrate instructional software with SIS 100% Complete

  
- Recommendation - R2: Integrate placement testing tools with SIS 100% Complete

  
- Goal: E24 - Information Technology: Standardization of Services and Systems: Appropriately standardize systems and services according to revised organization structure and service delivery model 49.09% Complete**

  
- Recommendation - IT project management tool 50% Complete

  
- Recommendation - R1: Desktop vendors 100% Complete

  
- Recommendation - R10: Printers 100% Complete

  
- Recommendation - R11: Student portal 20% Complete

  
- Recommendation - R2: Email, Calendar and scheduling 50% Complete

  
- Recommendation - R3: Implement a centralized district-wide CRM solution 10% Complete

  
- Recommendation - R4: Implement a centralized student tracking system with integrated early-alerts. 10% Complete

  
- Recommendation - R5: Implement a District-wide Data Warehouse solution to considerably reduce redundant, College-level ERP customization and report generation efforts 0% Complete

  
- Recommendation - R6: Implement a hybrid, district-wide help desk solution 50% Complete

  
- Recommendation - R8: LMS 50% Complete

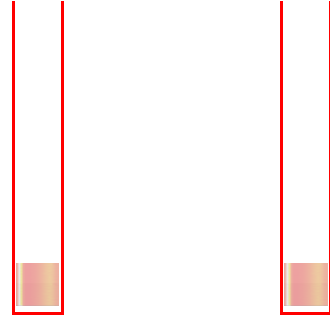
  
- Recommendation - R9: Phones (VoIP) 100% Complete

**Indicator Information    Planning Progress    Implementation Progress**

- Represents 80% to 100%
- Represents 31% to 70%



100%  
● Represents 0% to 30%



### Active Work Team Groups' Timelines

Click [HERE](#) to view **Student Success**

Click [HERE](#) to view **HR and Employee Dev.**

Click [HERE](#) to view **Business Services**

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