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Archives

The Evergreen State College
Olympia, Washington 98505

ABBREVIATED
PROPOSAL
TO PROVIDE A
SYSTEM IMPROVEMENT STUDY
FOR
EVERGREEN STATE COLLEGE

ESC-001

MARCH 3, 1976

BY
THE CONSULTING DIVISION
BOEING COMPUTER SERVICES, INC.
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INTRODUCTION

Evergreen State College has a remarkable mission: to equip its students with the capacity to deal effectively with our Future Shock society by involving them in the design of their own curricula.

To foster this kind of growth climate -- with its emphasis on student responsibility for educational direction, methodology, and outcome -- an efficient and supportive administrative system must undergird the academic function.

In a timely and accurate manner, such a system must provide to each student appropriate admission information, financial data and accountings, registration status, and academic options and evaluations.

To assist Evergreen State College in achieving this, we are pleased to offer the proven expertise of the Boeing Consulting Division in analyzing and optimizing both system and organizational designs.

The discussion which follows describes a methodology to capitalize on the experience which already exists within Evergreen, and augment it with our system refurbishment capabilities.

Our proposal stands on the premise that people support what they help to create. Consequently, it offers a modularized set of workshops which will blend experience with technical expertise to assure that the resultant renewal actions fully contribute to the growth and the excellence of the college.

ELEMENTS OF EVERGREEN STATE COLLEGE SYSTEM IMPROVEMENT STUDY

1. Statement of Study Goals

Under the sponsorship of Vice President Dean Clabaugh, we conducted a preliminary system need analysis with the Offices of Admissions, Registration, Student Accounts, and Financial Aid.

The initial survey indicated the need to upgrade the system which generate and control the timeliness, accuracy, and reconciliation of the following items:

Office of Admissions

- Enrollment status
- Notice of enrollment payment
- Notice of application fees
- Notice of contingent admission approval



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Office of Student Accounts

- Enrollment status
- Notice of residence changes

Office of Registration

- Enrollment status
- Notice of admission status

Office of Financial Aid

- Enrollment status
- Check disbursement
- Response capability to student emergencies

To summarize, we perceive that the system goal of this study is to achieve:

- a. Measurable improvements in the accuracy, timeliness and access capability of all elements of student enrollment data, and
- b. Measurable improvements in the timeliness and transmission efficiency of all elements pertaining to student financial data.

Further, we discovered that Admissions Office effectiveness is curtailed by inability to determine in advance the faculty capacity to offer specific student contract options. Similarly, the Registration Office is curtailed by delays in receiving both statements of student contracts and narrative evaluations on a timely basis from the faculty. Consequently, we believe that an additional study goal should be to achieve:

- c. Faculty/Administration liaison improvements resulting in the timely notice of available student contract options to Admissions, and the submittal of student contracts and narrative evaluations to Registration.

2. Statement of Study Methodology

The following charts diagram the study events to achieve the system as well as the faculty liaison goals.

They are arranged in modular sequence. Each event would provide a specific (and highly useful) end deliverable -- enabling the college to assess the value of each activity before authorizing the next step.

Since the conduct and design of each subsequent step could be modified by the preceding one, our pricing structure speaks only to the cost of implementing the first step: Research.



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The sequence proposed to achieve system renewal (Chart 3.1) is as follows:

Step #1: Research

In 30 working days spanning a month and a half, the Boeing consultant team would interview all personnel of the Admissions, Registration, Student Affairs, and Financial Aid offices. The data gathered would be processed into a pattern of system strengths and constraints. The team may also find it desirable to interview personnel in other pertinent college functions. All information gathered through interviews will preserve the anonymity of the interviewee.

All applicable systems and methods will be flow charted and analyzed. Data from all sources will be integrated and documented, and will identify the causes of constraints within the studied systems.

Step #2: Design Workshops

The research data will be introduced into six (6) Design Workshops, conducted over a month and a half time span. In these Workshops, Boeing consultants will collaborate with appropriate college personnel to redesign systems, methods, forms, procedures, organizational relationships and responsibilities as necessary to affect desired change. The final conclusions of these teams will be documented.

Step #3: Implementation, Test and Modification

Over a three month period, the Boeing consultant team will work with college personnel to assist in the implementation of the redesigned systems, and will devise and use measurement techniques to monitor effectiveness at all key points of change. Desirable design modifications as indicated by feedback will be made and documented.

Step #4: Final Documentation

To assure that the improved system will transcend personnel change, the final system determination will be documented in a narrative description keyed to flow examples, and corrective monitoring techniques.

The sequence proposed to achieve organizational renewal goals (Chart 3.2) is identical but separate for both faculty interface problems, and would proceed as follows:



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Step #1: Orientation Meeting

There would be an initial climate setting meeting (of about two hours duration) with the Boeing consultant, the Deans, and approximately eight faculty representatives. In this meeting, the purpose of the study would be discussed, the study methodology described, and steps taken to establish a climate of trust.

Step #2: Data Gathering

All participants of the Orientation Meeting would be interviewed about both personnel and institutional aspects bearing on the study goal. All inputs would be kept anonymous but participants would understand that the pattern of constraints would be shared with the entire group.

Step #3: Design Workshops

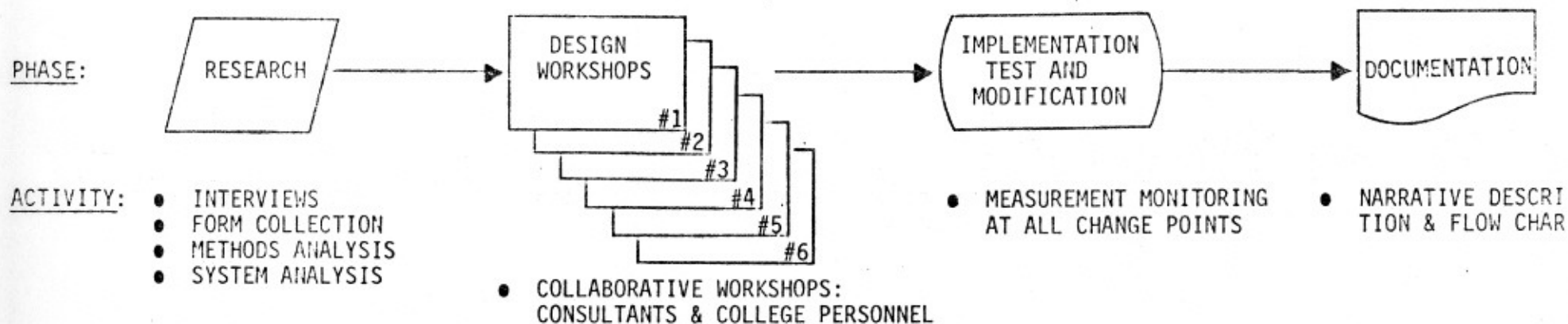
The pattern of data would be shared with the participants in four workshops in which system and relationship changes would be designed and implemented to accomplish the study goals.

Step #4: Report

The system design changes and reoriented organizational agreements would be documented in a final report.

The integrated time schedule for conducting both system and organizational renewal steps is displayed in Chart 3.3

PROPOSED STUDY METHODOLOGY: SYSTEM RENEWAL



CONSULTANT
WORKING
DAYS:

30

18

15

20

TIME
SPAN:

1.5 MONTH

1.5 MONTH

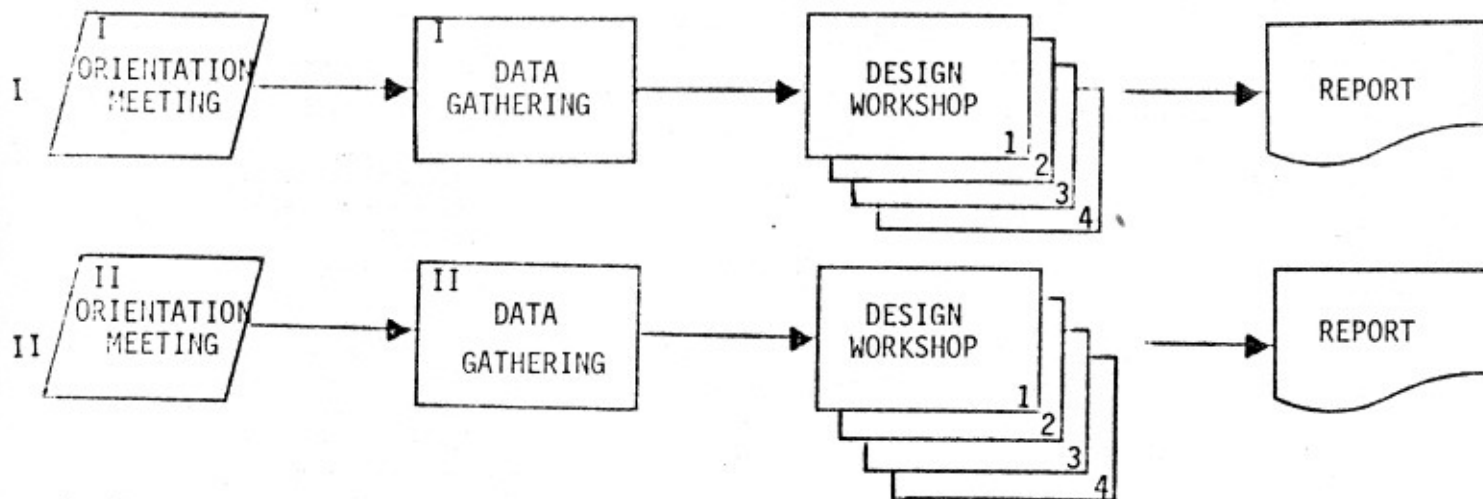
3 MONTHS

1 MONTH

PROPOSED STUDY METHODOLOGY: ORGANIZATION RENEWAL

- I. ADMISSIONS/FACULTY/STUDENT INTERFACE
- II. REGISTRATION/FACULTY/STUDENT INTERFACE

PHASE:



ACTIVITY: GENERAL DISCUSSION

- INTERVIEW
- SYSTEM ANALYSIS

COLLABORATIVE FAC./ADM. WORKSHOPS

NARRATIVE DESCRIPTION OF SYSTEM CHANGES EFFECTED

CONSULTANT WORKING DAYS:

2

30

16

10

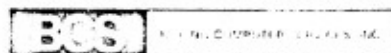
TIME SPAN:

1 WEEK

1.5 MONTHS

1 MONTH

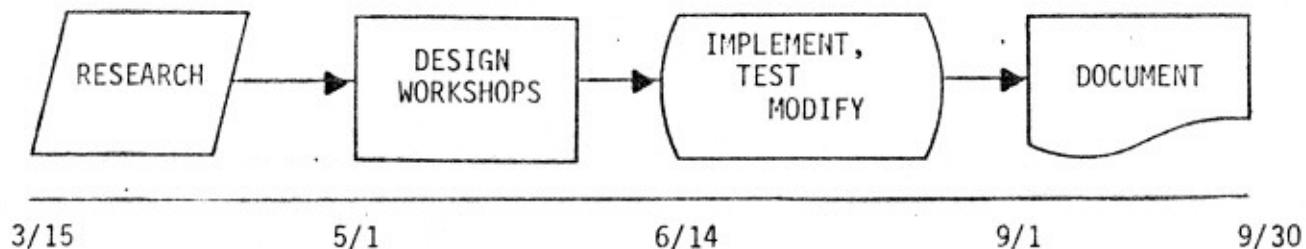
1 MONTH



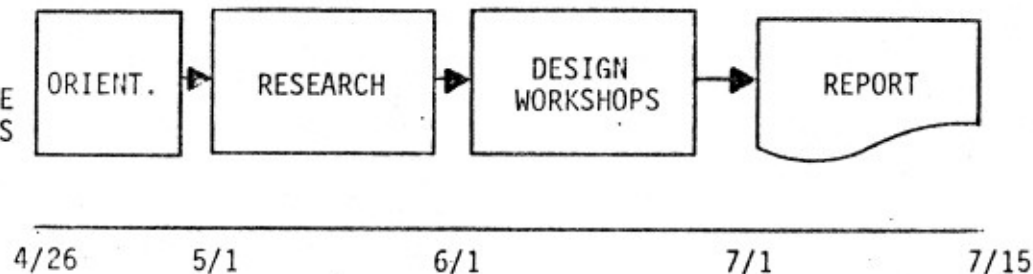
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THE EVERGREEN STATE COLLEGE SYSTEM IMPROVEMENT STUDY

SYSTEM
RENEWAL
PROCESS



ADMISSION/
FACULTY
INTERFACE
PROCESS



REGISTRATION/
FACULTY
INTERFACE
PROCESS

