



KH's Extensive Education Practice Sets it Apart

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SERVING EDUCATIONAL ENTERPRISES

KH Consulting Group (KH), a full-service management consulting firm, serves a spectrum of industries. Among our education clients are:

- Public and private, comprehensive and research colleges and universities
- Public community colleges
- Public schools, serving K-12
- Other organizations delivering education-related services

In education, KH specializes in furnishing the following kinds of management consulting services:

- Strategic and long-range planning
- Organizational design and restructuring
- Analysis of governance structures, including shared governance, committee structure, decision-making styles, etc.
- Cost containment and efficiency improvements while maintaining quality levels of service and performance
- Evaluation of educational programs, grants, and services
- Human resources management, including compensation, incentive pay, salary surveys, succession planning, performance appraisals, employee communications, etc.

- Improvement in management and administrative processes
- Enhancement of information technology, telecommunications, and disaster recovery plans
- Research and community needs assessments from a marketing and outreach perspective
- Studies and research in education, human resources, and related problem areas
- Publication of the results of surveys and studies for the broader community

Dr. Gayla Kraetsch Hartsough, KH President, has focused on education management issues throughout her career.

KH Know-How

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“A hundred years from now, it will not matter what my bank account was, the sort of house I lived in, or the kind of car I drove; but the world may be different because I was important in the life of a child.”

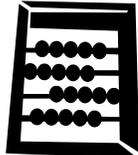
– Anonymous

Representative KH Education Projects

KH has served more than 200 clients and performed consulting studies in 25 states and 6 foreign countries.

We have a track record of providing our clients with thorough and well-documented options for their consideration. The detailed processes that lead to the conclusions ensure that the options are all feasible and applicable. We share developing ideas throughout the study to increase “buy-in” and commitment to the final recommendations. This buy-in facilitates their implementation.

KH’s educational expertise encompasses:

 <p>4-year Colleges and Universities</p>	 <p>2-year Community Colleges</p>
 <p>Public Schools</p>	 <p>Pre-School Education</p>



FOUR-YEAR COLLEGES AND UNIVERSITIES

University of California at Los Angeles (UCLA)

▶ **UCLA Administration: Case Studies of Responsibility Center Management (RCM)**

UCLA explored the potential adoption of an innovative approach to managing revenues and expenses through Responsibility Center Management (RCM). KH analyzed how RCM has been implemented and how “common good” and “administrative overhead” functions are handled with RCM at other universities. KH developed three case studies of successful RCM models in American higher education, including:

- University of Pennsylvania
- University of Southern California
- Indiana University

Common trends, benefits, and barriers were also identified across institutions.

▶ **UCLA Campus Police: Benchmark Survey of Major U.S. Metropolitan Public Universities**

UCLA retained KH to conduct a benchmark survey of campus police operations at 27 public research universities located in major urban areas. The benchmark survey developed various staffing ratios comparing budgeting levels, functional assignments, police coverage, and FBI Part I Crime Statistics. UCLA used the collected data to present comparative statistics as part of its budgeting process.

▶ **UCLA Student Affairs: Organizational Effectiveness and Systems Pre-Implementation Review**

UCLA employs more than 450 full- and part-time staff members who provide student services. When UCLA began implementing a new series of distributed processing information systems, significant opportunities to restructure and reengineer staff functions and processes became feasible throughout the organization.



KH reviewed the distribution of workload and staff functions involved in fiscal and personnel management, using Activity Analysis to quantify workloads and staffing patterns. In addition, KH worked closely with a task force of senior management from key areas of the organization to identify service objectives,

organizational alternatives, and opportunities for reengineering critical processes. KH also conducted an assessment of the new distributed systems to confirm workload impact, identify organizational implications, and revisit operational and managerial philosophies and alternatives.

As a result of this study, Student Affairs strategically identified priority areas and organizational options to be addressed when implementing the new systems to:

- Improve quality of processing
- Reduce errors
- Improve efficiency of staff functions
- Improve managerial control

KH then assisted UCLA in reengineering lower-level processes and planning for implementation of the new systems.

▶ UCLA Student Affairs: Fiscal Management Effectiveness Review

As an extension to our contract in Student Affairs, KH conducted a review of fiscal management and administration within the Cultural and Recreational Affairs organization. This assignment included evaluation of all human resources, finance, budgeting, cashiering, and enrollment management functions within programmatic and facilities management operations, including consideration of “best practices” alternatives. Recommendations addressed leveraging efficiencies through technology, information, program, and support services consolidation and integration.

▶ UCLA Campus Human Resources: Online Job Description Development

KH developed a pilot program to mechanize job description development to:

- Improve the uniformity and consistency of user department job requisitions
- Reduce the cycle time between vacancy date and replacement hire date
- Maintain position classification equity across user departments of the University

This project used proprietary software developed by KH. UCLA then applied the methodology and model to additional job families. The methodology used an intra-net model, allowing hiring departments to adopt generic job descriptions and eliminate paper-based processes for routine hires.

University of Nevada Las Vegas (UNLV)

▶ Master Plan

UNLV retained KH to develop strategies for financing its \$1.7 billion Master Plan. This project included providing expertise on funding and development alternatives so UNLV could meet its growth initiatives as set out in its Master Plan.

KH developed reports, which identified primary campus development opportunities, projected various financing and capital development alternatives, and provided a valuation



gradient of campus and adjacent properties.

In addition, KH prepared a Request for Qualifications and Proposals for UNLV to use to solicit developers’ interest and participation in mixed-use building projects on the campus.

“The whole people must take upon themselves the education of the whole people and be willing to bear the expense of it.”

– John Adams
U.S. President and Statesman, 1758

Eastern New Mexico University (Eastern)

PORTALES, NEW MEXICO

► Eastern: Reconnaissance

Initially, KH conducted a reconnaissance to:

- Determine Eastern's readiness to undertake a strategic planning process
- Define strategic issues and institutional priorities facing Eastern
- Identify a viable method for undertaking a participatory approach to planning at Eastern



Prior to the site visit, KH reviewed extensive documentation, including Eastern's mission statement, five-year plan, organization charts, budget documents, academic program summaries, catalog, accreditation report, and related

planning and background documents. While on campus, KH conducted a series of individual interviews and focus groups with 42 individuals, including the President, vice presidents and administrators, deans and department chairs, faculty, students (mostly campus leaders), and community leaders who have working relationships with Eastern. The range of topics covered included Eastern's vision, mission, strengths, challenges, and barriers. Many of the discussions explored how a strategic planning process with constituent involvement might work most effectively. KH prepared a conceptual model for strategic planning and outlined steps required in completing a strategic planning process.

► Eastern: Strategic Planning

KH used a collaborative approach to develop the "Strategic Plan." We conducted a two-day kick-off strategic planning workshop with all faculty. The purpose of the kick-off was to introduce faculty to the strategic planning process, its linkage to the accreditation process, and the strategic challenges facing Eastern. The outcome was a more comprehensive listing of the University's strengths, weaknesses, opportunities, and threats in both its external and internal environment and initial consensus regarding the major institutional priorities that

Eastern should address. Some of these priorities involved:

- Enrollment management
- Faculty and administrative attrition
- Distance education and related technology

KH then performed a series of mini-workshops with representatives from the administration, professional staff, support staff ranks, and student forums. We met with Eastern's Board to provide updates and later present the "Strategic Plan."

► Eastern: Implementation of an Ongoing Strategic Planning Process

Subsequent visits focused on performing an audit of the organizational structure to determine how best to restructure the University to achieve the "Strategic Plan." As part of this process, KH prepared new position descriptions for 20 top management and administrative positions and designed a pay-for-performance plan.

A critical part of the implementation process was the recognition of resource constraints and the need to reallocate resources to match institutional priorities and strategic directions, including both program development and programmatic reduction.

University of the Pacific, School of Education and School of Business

STOCKTON, CALIFORNIA

► Application of KH's Strategic Resource Allocation Model



KH applied its Strategic Resource Allocation Model to the School of Education and the School of Business at the University of the Pacific. These two schools were selected as prototypes to gain an understanding of how this

model might work at the University, particularly within the professional schools. The model assisted the Schools in understanding how best to allocate their resources and how to subsidize high-priority programs that are financially not self-sufficient.

U.S. Department of Health and Human Services (DHHS), Health Resources and Services Administration (HRSA)

BASED IN WASHINGTON, D.C., CONTRACT COVERED SIX STATES

► Evaluation of \$50 Million in Title VII Grant Monies Awarded to Colleges and Universities (Contract No. 240-88-0064)

KH evaluated the impact of \$50 million in Title VII construction grants at historically black colleges and universities (HBUCs) involved in health education fields:

- Florida A&M University's Pharmacy School
- Howard University Dental School
- Howard University Medical School
- Meharry College of Dentistry
- Meharry College of Medicine
- Morehouse College of Medicine
- Tuskegee University's Veterinarian School
- Xavier University's Pharmacy School

The focus of the evaluation was on the effect these construction grants have had in recruiting, retaining, and graduating underrepresented (minority) students. Moreover, the U.S. Federal Government wanted to determine whether the facilities built with Title VII funds were still meeting the educational and research needs of the institutions.

KH's evaluation found that the grants had made a critical difference in recruiting students, improving institutional pride, and delivering quality educational programs. Finally, DHHS was interested in learning whether minority alumni tended to practice in areas that have traditionally been underserved medically in the past. Both quantitative and qualitative aspects were evaluated.

Educere (Latin): to lead forth

Northwestern University/Evanston Research Park

EVANSTON, ILLINOIS

► Market Research on Fortune 100 Companies

Northwestern University entered into a partnership with the City of Evanston and



Charles H. Shaw Company (a developer) to build a research park. Although the University had conducted its own research and sales presentations regarding the park, it retained KH to validate its findings, obtain

objective market intelligence information, and interview selected companies, which had not been easily accessible to the University for discussions. KH conducted personal interviews with heads of research and development operations at Fortune 100 companies in the mid-West. The purpose of the interviews was to solicit reactions to university-related research parks in general and one affiliated with Northwestern University specifically. We explored such factors as facility requirements, laboratory configurations, university affiliations, and support requirements. KH compiled this information into a booklet of case studies and then developed marketing strategies for the Northwestern University/Evanston Research Park.

Dr. Kraetsch Hartsough, KH President, presented the results of the survey (with Northwestern University's permission) to the American Association of University Related Research Parks in San Francisco, California.

University of Southern California (USC)

LOS ANGELES, CALIFORNIA

► USC Facilities Management: Financial and Operational Reconnaissance

Facilities planning management retained KH to conduct a reconnaissance study of its facilities maintenance activities. USC has an elaborate internal billing system for services rendered; management was concerned that it was not capturing the true costs of delivering facilities maintenance services. Our analysis uncovered areas where services were under-billed or un-billed.

▶ **USC Norris Cancer Center: Productivity Analysis and Development of Service Standards for Facilities Maintenance and Operations (M&O)**



KH worked closely with M&O staff to analyze current staffing requirements at the Health Sciences Campus. To develop such data, KH applied our proprietary software to assess the relative costs of activities performed by 107 M&O staff members. The outcomes were realigned job functions; streamlined operations; and established service standards for

painting, HVAC, facilities remodeling, facilities maintenance, custodial services, and emergency responses.

▶ **USC Parking and Transportation Services: Assessment of Accounting Functions**

Parking management retained KH to analyze the workflow of accounting activities for parking revenues. As part of this analysis, KH developed a new organizational structure and streamlined and documented accounting functions.

U.S. Department of Health and Human Services (DHHS)

▶ **A National Survey of Colleges and Universities**

SUBCONTRACT WITH NATIONAL MEDICAL FELLOWSHIP (NMF)

NMF's mission is to solicit corporate donations to assist underrepresented students, primarily African-Americans, to attend medical school or pursue health professional careers. NMF received a major grant from DHHS to analyze how careers in health education could become more accessible to underrepresented students.

As part of this two-year grant, KH conducted two national surveys of 81 health professional programs in the United States, covering the academic disciplines of medicine, dentistry, veterinarian medicine, public health, chiropractic medicine, podiatry, etc. The purpose of the surveys was to determine the costs of such education, how students finance their educations, and differences in enrollment and financing patterns between majority and underrepresented students. These surveys became part of a larger

handbook, prepared by NMF, to help minority students plan their health professional education and careers.

California State University System (CSU System)

LONG BEACH, CALIFORNIA

The CSU System consists of a Chancellor's Office and 22 state university campuses.

▶ **CSU System: Customer Satisfaction Surveys of Business Services**

KH was retained to design and conduct a series of customer satisfaction surveys. These surveys complemented benchmark data derived from the National Association of College and University Business Officers (NACUBO) survey. CSU had identified basic limitations in interpreting the benchmark data because of the absence of quantitative information regarding customer satisfaction. A CSU campus may have had a ratio higher or lower than the state or national norms, but such a ratio was meaningless unless customers' satisfaction was also known. In total, 15 of the 22 CSU campuses and the Chancellor's Office participated in the KH survey. Of the 56,000 surveys distributed, a total of 24,000 were returned from faculty, students, administrators, and staff. The areas surveyed were:

- Accounts Payable
- Procurement
- Facilities
- Student Accounts Receivable
- Financial Aid
- Admissions
- Records
- Human Resources (General, Benefits, Hiring)

Working with the Customer Satisfaction Survey Development Committee, the Benchmark Task Force, and the Benchmarking Groups on this project, KH developed the survey instruments; field-tested them at five campuses using focus groups; developed sampling plans and promotional materials for students, faculty, and staff at all participating campuses; administered the surveys in conjunction with campus institutional research personnel; analyzed the results; and produced reports for all participating campuses and the Chancellor's Office.

▶ **CSU System: Job Classification System for Clerical Positions**

SUBCONTRACT WITH TOWERS PERRIN

KH worked on designing a new classification system for all clerical employees in the CSU System. KH conducted focus groups using our Q² methodology* and provided the results. A total of 25 focus groups, involving 216 participants, were conducted at 6 different CSU campuses: Los Angeles, Northridge, San Bernardino, San Francisco, San Jose, and San Luis Obispo. In addition, Towers Perrin surveyed another 500 clerical and secretarial employees at other CSU campuses.

Because of changes in jobs over the years, downsizing, and changes in technology, some job titles bore little relation to actual duties. Some of the issues explored were job complexity and the use of technology. As a result of this study, a new job classification system was recommended.

▶ **CSU System: Human Resources Reengineering on Five CSU Campuses**

SUBCONTRACT WITH SEDGWICK

Sedgwick was retained to reengineer the human resources processes at five CSU campuses: Northridge, Monterey, San Diego, Long Beach, and Stanislaus. A KH team member assisted with gathering facts on the current processes via interviews and document reviews, mapping human resources processes for recruitment and compensation for faculty and non-faculty positions, and identifying major opportunities for improvement.

Los Angeles Higher Education Roundtable

KH – under the guidance of Dr. Kraetsch Hartsough and Mr. Rod Rose (then at UCLA and later with The JCM Group/Strata of Herron International) – founded the Los Angeles Higher Education Roundtable, as a gratis project. The purpose of the Roundtable was to furnish top administrators with an informal, intimate forum to discuss regional higher education issues. Either the president or an individual who reported directly to the president sat on the Roundtable. Held on different campuses each

quarter over nine years, the Roundtable involved 32 local institutions, including:

- California Institute of Technology
- California State Polytechnic University, Pomona
- California State University at Fullerton
- California State University at Los Angeles
- California State University at Northridge (CSUN)
- La Sierra University
- Los Angeles Harbor College
- Loyola Marymount University
- Marymount College
- Mount St. Mary's College
- Occidental College
- Pepperdine University
- Pomona College
- Santa Monica College (SMC)
- Scripps College
- University of California at Irvine (UCI)
- University of California at Los Angeles (UCLA)
- University of Southern California (USC)
- West Los Angeles College
- Whittier College

“Beyond the power of diffusing old wealth, [education] has the prerogative of creating new. It is a thousand times more lucrative than fraud; and adds a thousand fold more to a nation’s resources than the most successful conquest.”

– Horace Mann
“Father of the Common School,” 1848

* A KH proprietary tool that collects both Quantitative and Qualitative data during focus groups



TWO-YEAR COMMUNITY COLLEGES

Long Beach Community College District (LBCCD), Small Business Development Center (SBDC) Network

LONG BEACH, CALIFORNIA

► Strategic Planning

LBCCD and eight constituent SBDC Service Centers – each associated with a sponsoring college – collectively form the Los Angeles Region SBDC Network. As the Lead Center for the Network, LBCCD determined that developing a joint Strategic Plan with Service Center Directors and key stakeholders would advance the rate of accomplishment for small businesses in the region. The strategic plan frames and builds on the collective vision and values of the Network and LBCCD.



KH assisted the SBDC at LBCCD in its regional strategic planning endeavors, including working with the Lead Center to name a SBDC Steering Committee to provide oversight and guidance, soliciting stakeholder input during the various tasks, and working with the Steering Committee to determine retreat participants.

Southwestern College (SWC)

CHULA VISTA, CALIFORNIA

SWC is located south of San Diego and extends to the U.S.-Mexico border. In 1988, it established its



Education Center at San Ysidro on the memorial site of the McDonald’s shooting tragedy. In addition to its centers, SWC provides off-campus

classes at extension sites. Current enrollment exceeds 19,000 students. SWC ranks as the sixth highest associate degree producer in the nation for minority students; and the number three community college in the nation and number two in California in

the number of associate degrees awarded to Hispanic students.

► Strategic Planning and Balanced Scorecard

KH assisted SWC with the development of a Strategic Plan and a Balanced Scorecard to:

- More effectively meet the needs of SWC students and community
- Provide feedback on current efforts and performance
- Increase collaboration among programs and across services
- Develop a final Strategic Plan and Balanced Scorecard that reflect the multiple constituencies or stakeholders involved with SWC

For this College with deep Mexican-American historical roots, the effort focused on strategic priorities and the development of approaches and objectives for addressing them.

The Balanced Scorecard focused on a limited number of high-priority measurements of success that align with SWC’s vision, goals, and strategies. KH also developed recommendations for how SWC could address its strategic planning initiatives on an ongoing basis.

► SWC Board of Trustees: Design a New Organizational Structure to Support the New Strategic Directions

The Board of Trustees retained KH to design an organizational structure to support the new strategic directions. KH conducted extensive focus groups, benchmark comparisons, and design of organizational options for consideration by executive management and the College community.

Chabot-Las Positas Community College District (CLPCCD)

PLEASANTON, LIVERMORE, AND HAYWARD CALIFORNIA



CLPCCD serves the San Francisco East Bay Area through its two Colleges:

- Chabot College
- Las Positas College

The District specializes in university transfer, technical training, continuing education, workforce development, contract education with local businesses, and cultural

enrichment. The District serves nearly 22,000 students and employs more than 1,200 administrators, faculty, and classified staff.

▶ CLPCCD: Strategic Cost Management

KH assisted CLPCCD in a Strategic Cost Management project. A tool for effectively enhancing revenues, and containing costs in the near and longer term, was developed.

Following CLPCCD's participatory governance structure, KH worked closely with CLPCCD faculty and staff to adopt a strategic approach to cost management, as well as revisit and refocus their missions. KH also helped CLPCCD to look outside of its institutional boundaries to assess the strategic importance of its programs, facilities, and community service offerings in the broader context of the community. Within the framework of their missions, the Colleges evaluated individual activities and programs against the goals of that mission. Through a combination of techniques, KH's Strategic Cost Management approach presented an alternative to reactionary management. In total, more than **750 ideas were generated with the potential of \$4.2 million in new revenues and \$12.6 million in cost reductions.** These ideas allowed the District to revitalize their operations and the Colleges to refocus their programs and better serve their community needs overall.

▶ CLPCCD: 360° Administrator Performance Evaluation System

CLPCCD retained KH to design, implement, and monitor online evaluations for CLPCCD's 360°

Administrator Performance Evaluation System on an ongoing basis. For this project, KH:

- Adapted and designed five separate and unique online evaluation tools, adapted from a paper-based evaluation system that CLPCCD was currently administering
- Facilitated and monitored participation through online communication
- Collected and delivered completed evaluations to the appropriate evaluatees and their supervisors

▶ Las Positas College (LPC): Organizational Study as Part of an Educational Master Plan

CLPCCD received approval for a \$500 million bond for the transformation of its colleges. At LPC, the master plan strategy involved rapid growth from 8,000 to 15,000 students and a large campus expansion earmarking almost one-half of the bond monies. LPC established three Task Forces to look at the educational master plan. To help LPC address the organizational issues related to its master planning efforts, KH:

- Assessed the current and future organizational needs
- Redesigned the organizational structure and staffing configurations
- Reviewed staffing level needs and established a time line with milestones linked to buildings completed or renovated, student enrollment increases, new programs, and other growth factors

El Camino College District

TORRANCE, CALIFORNIA

Founded in 1947, El Camino College serves 25,000 students each semester. When nearby Compton College was facing the termination of its accreditation status, El Camino College offered to work in partnership and proposed a long-term solution to keep Compton's doors open: 1) the Compton service area was added to El Camino College's service area; and 2) the establishment of an education center to be named the El Camino College Compton Center.

▶ Strategic Planning Retreat

KH facilitated a two-day strategic planning retreat with the El Camino College and Compton Center administrative, academic, student

services, and student leadership. This retreat was an important foundation for building a common vision, values, and focus on strategic priorities across the combined service area.



Ventura County Community College District (VCCCD)

VENTURA, CALIFORNIA

VCCCD is located in one of the most rapidly growing counties in the United States, serving

more than 790,000 residents through its three Colleges:

- Moorpark College
- Oxnard College
- Ventura College

▶ Organizational Performance Review and Market Assessment

VCCCD was struggling, like many community college districts in California, with:

- A structural mismatch between sources and uses of funding
- Increased market demand for programs and services
- Increased expenditures because of investments in technology, salaries, and benefits
- Resource intensive administrative requirements to track programmatic expenditures, maintain facilities, administer human resource programs, manage categorical programs, and comply with governmental reporting
- Efficiency and effectiveness of administrative services

KH assisted VCCCD with:

- A Market Review that assessed the Colleges' market position concerning program offerings and services relative to the communities served
- An Organizational Development Review that addressed the Colleges' organizational performance, including structure, staffing, processes, and technology

▶ Board Retreat

KH facilitated a one-day strategic planning retreat with the VCCCD Board and senior staff to help the Board develop its initial views on vision, mission, values, and strategic priorities. These views were considered in a wider strategic planning process involving key internal and external constituencies. The goal was to ensure a comprehensive and broadly supported plan was developed for the Board's consideration and adoption.

Kern Community College District (KCCD)

BAKERSFIELD, CALIFORNIA

Geographically one of the largest community college districts in the United States – 24,800 square miles in part of five counties – KCCD serves 26,000 students through its three Colleges:

- Bakersfield College
- Cerro Coso Community College
- Porterville College

▶ Organizational and Operations Effectiveness Study

The fact-finding phase of this study was intensive: 66 management interviews, some on multiple occasions; analysis of 61 "KH Management Surveys"; input from 367 faculty, employees, students, and community stakeholders; 27 focus groups with 300 participants, representing community leaders, faculty, students, and classified staff at the Colleges and District Office; detailed reviews of documents, organizational structures, and operations; and 15 review meetings with ad hoc advisory groups at the Colleges and the District Office regarding KH's findings, tentative recommendations, and draft Final Report.

KH's Final Report outlined a fundamental shift in how KCCD had operated in the past by establishing a Learning Cooperative to support the colleges, focusing on providing services that can be done more cost-effectively if centralized, pooling liability and risk across the Colleges, etc. Other recommendations pertained to KCCD's need for strategic planning; new organizational structures within the Learning Cooperative and at the Colleges; instructional and information technology enhancements; efficiencies in

business services, human resources, and administrative processes; and alignment of instruction and student services, emphasizing a student learning model.

Los Angeles Community College District (LACCD)

LACCD, with its nine colleges, is the world's largest community college district, with student enrollments greater than 130,000. Its Colleges are:



- East Los Angeles College
- Los Angeles City College
- Los Angeles Harbor College
- Los Angeles Mission College
- Los Angeles Pierce College
- Los Angeles Southwest College
- Los Angeles Trade-Technical College
- Los Angeles Valley College
- West Los Angeles College

▶ Los Angeles Trade-Technical College (LATTC): Facilitation of a Strategic Planning Process

Founded in 1925, LATTC is the oldest LACCD college. LATTC is a comprehensive, public community college offering learner-centered associate degree and certificate programs to students who reflect the global diversity of the Los Angeles region.

LATTC retained KH to facilitate the process of developing an “innovative, comprehensive, and forward-thinking” strategic plan to meet the ever-changing and multifaceted needs of their students and the community, encompassing:

- Environmental scanning
- Articulation of mission, vision, and college name awareness
- Fit-gap analysis
- Strategic issue identification
- Strategic programming
- Review and update of the Educational Master Plan, Technology Plan, and Facilities Plan
- Establishment of a strategic management process

▶ East Los Angeles College (ELAC): Strategic Planning and Organizational Assessment

Since 1994, ELAC has undergone rapid growth with enrollments increasing from approximately 14,000 students to more than 25,000 students today. ELAC has the highest facility utilization rate in LACCD. ELAC serves 23 geopolitical areas of Los Angeles County, serving a culturally diverse (80% Hispanic, 15% Asian, 3% white, and 2% black), low-income, blue-collar (40%), young (median age = 28.9 years) community in a dynamic urban setting. In addition to the main campus and its satellite campus at South Gate (which serves approximately 3,000 students and has an interactive classroom linked to the main campus), ELAC has 27 other extension sites in the Montebello Unified School District and various other public school, church, and municipal facilities. ELAC is developing additional sites in Alhambra/San Gabriel and Commerce/Bell Gardens and has worked with local redevelopment agencies to attract monies to lease and potentially purchase or refurbish facilities. ELAC is also integral to the University of Southern California-County School of Nursing and Allied Health.

Given its growth curve, ELAC was interested in assessing its current organizational structure and administrative and management needs for the next five to ten years. LACCD retained KH to:

- Review ELAC's current organizational structures
- Review staffing levels at the main campus and its offsite locations
- Assess the management work culture, including planning, communications, performance reviews, discipline, work monitoring, etc.
- Benchmark ELAC with other comparable, successful educational institutions

On the basis of this assessment, campus-wide strategic planning was called for. It became even more paramount with the college's upcoming accreditation and newly passed bond, making \$178 million available for campus renewal and new facilities over a ten-year period.

ELAC retained KH to help with implementing the recommendations, specifically in the areas of balanced scorecard, management leadership

development, team-building, strategic planning (with a wider cross-section of the college community), and program review.

► **LACCD: Information Technology (IT) Strategic Study and Work Simplification Approach**

Phase I – Information Technology (IT)

Strategic Plan. During Phase I, KH evaluated LACCD's academic, student records, and administrative computing needs. We determined the extent to which current IT capabilities met these needs as well as projected future needs. We then interviewed more than 200 LACCD representatives and surveyed 1,700 faculty members regarding their computing requirements. The outcome was a five-year IT Strategic Plan.

Phase II – Implementation of the IT Strategic

Plan. During Phase II, we worked with more than 90 LACCD administrators and faculty members to define IT needs and desires. This list was first compiled into a Request for Qualifications (RFQ) for vendors to review. Multiple vendors were screened and, on the basis of the qualified vendors, a Request for Proposal (RFP) was prepared.

Phase III – Work Simplification.

Simultaneously, KH monitored general progress of LACCD in addressing identified problems from Phase I. A key concern during Phase I was that improved IT would not alleviate all the problems attributed to cumbersome work procedures and policies. Consequently, as part of Phase III, we worked with an internal task force of finance, accounting, and personnel administrators to develop simplified and enhanced work procedures for improving productivity and central office services.

KH presented the study process at the Society of College and University Planning (SCUP) national conference in Atlanta, Georgia.

San Francisco Community College District (SFCCD)

SFCCD is the world's second-largest, two-year college with more than 100,000 students.

► **Strategic Cost Management Study**



Facing a financial crisis, SFCCD engaged KH to review all areas of its academic programs and operations; address budgetary constraints; define policy options, program priorities, and program delivery costs; and identify opportunities

for cost containment, cost reduction, and revenue enhancement. SFCCD was facing a \$15 to \$20 shortfall.

KH analyzed the current organizational structure and operations. The KH team surveyed all employees (more than 800 responded), interviewed more than 200 individuals, conducted 50 focus groups, solicited widespread student input, ran 5 Town Hall meetings in various San Francisco communities, held 3 Blue Ribbon Panel meetings, and reviewed dozens of documents and data reports. The Blue Ribbon Panel consisted of 90 San Franciscan leaders, representing local government, education, labor, private industry, and the media.

The study detailed 80+ recommendations in the areas of finance and budgeting, management organization and staffing, instruction, centers for success, administrative and student services, facilities, maintenance and operations, and institutional development; and provided a strategy and timeline for implementation.

The *San Francisco Chronicle* (March 28, 1993) reported that the KH Consulting Group study:

“ . . . will prove a sound investment if the College trustees follow its basic recommendations. It contains lessons that should prove valuable for every educational institution in California.”

Within one year of the completion of the project, SFCCD had implemented 80% of the recommendations and successfully closed the financial gap. SFCCD had generated \$15 million in savings or new revenue sources within a then-budget of \$110 million.

San José/Evergreen Community College District (SJECCD)

SAN JOSÉ, CALIFORNIA

SJECCD, located in the San José area, is comprised of two colleges:

- San José City College (SJCC) – the oldest community college in Santa Clara County, established in 1921
- Evergreen Valley College (EVC) – established in 1975

▶ Management Audit and Benchmarking Survey

KH performed a management audit of the administrative positions. Working closely with administration, board, faculty, and union representatives throughout the process, KH conducted more than 100 individual interviews, held 20 Q² focus groups, and analyzed the responses to written human resources surveys.

▶ Benchmarking Survey

KH also conducted a survey of 16 community colleges and districts to benchmark:

a) compensation for 17 top management positions and b) a variety of fiscal and other performance indicators. The benchmark results were shared with all participants, although all participants remained anonymous in the final report.

Final Recommendations. KH provided a wide variety of recommendations based on the audit and the survey. The major thrust was toward increased college-based management, particularly when economic and legal factors did not warrant centralized control and oversight.

Allan Hancock Joint Community College District (Allan Hancock College)

SANTA MARIA, CALIFORNIA

▶ Process Reengineering of Business and Personnel Services

KH analyzed the Business and Personnel Services functions at Allan Hancock College (AHC). This



analysis involved documentation of the current organizational

structure and staffing levels, users' satisfaction

with services provided, workload indicators, and detailed flow-charting of current processes. On the basis of this analysis, KH worked with an internal group to redefine these processes to make them more customer responsive and cost-effective.

▶ Organizational and Operations Review

AHC retained KH to perform a study of its Pacific Conservatory of the Performing Arts (PCPA). As a widely respected center for professional theater training, PCPA is also one of America's best-known professional regional theatre companies. The major objectives of this review were to identify and resolve PCPA's ongoing operating deficits and develop approaches to ensure the program's ongoing financial viability and success. KH recommended organizational changes and strategic fundraising tactics.

Contra Costa Community College District (CCCCD)

MARTINEZ, CALIFORNIA



CCCCD is a three-college district, located on the northeastern side of San Francisco Bay. Its colleges are:

- Los Medanos College
- Diablo Valley College
- Contra Costa College

▶ Organizational Review

KH conducted an organizational review of the District Office. As part of this review, KH asked District Office management to complete a survey to obtain a greater understanding of CCCC and generate ideas for positive change. KH has also interviewed the executive and management team members and facilitated a workshop to review organizational options that would best meet their current fiscal and enrollment challenges. KH developed the final recommended organizational structure and presented it to the Board. The Board has approved it and the Chancellor is currently putting the new structure in place.

▶ Los Medanos College (Pittsburg, California): Organizational Design Study

KH initially designed a new organizational structure for this College, which had retained the

original structural design since its formation in the early 1970s. The original design basically involved more than 17 individuals reporting directly to the College President, a design that had become untenable given the College's growth.

After extensive interviews, document reviews, and focus groups, KH integrated academic programs under an Academic Vice President and linked Student Services more closely to the academic programs. In addition, marketing, community outreach, and economic development were formally defined and structured. During the course of the project, the Interim President was replaced with a permanent President who embraced and implemented the new structure. KH presented the new structure to the Board, which also supported its design.

▶ **CCCCD: Resource Allocation and Budgeting Retreats**

The Chancellor retained KH to conduct a series of Budgeting and Resource Allocation Retreats with a cross-section of the Chancellor's Office; the Colleges (Presidents, Business Officers, and Academic Officers); and union representatives. In total, approximately 35 people participated in the retreats, which involved sharing information on the current processes, defining the strengths and opportunities for improvement in the current processes, reviewing models used in other colleges and universities, and developing criteria for new budgeting and resource allocation models. The retreat participants were then assigned to work groups to develop more refined models for consideration by the full group.

Marymount College, The Weekend College

PALOS VERDES, CALIFORNIA

▶ **Marketing Strategies**

KH performed a marketing study for Marymount College, which had projected lower enrollment levels than previously. KH designed and administered a survey covering all current Weekend College students to determine their views of the College's strengths and opportunities. KH then developed a list of alternative strategies for marketing the College's unique program and worked with faculty and administration leaders to implement those with the most immediate possible payoff.



PUBLIC SCHOOLS

KH clients include public school districts, typically struggling with major shifts in their strategic directions and the need to do more with less.

Glendale Unified School District (GUSD)

GLENDALE, CALIFORNIA

▶ **Organizational Effectiveness Review**

The GUSD Board retained KH to conduct an organizational effectiveness study of its District Office's management structure, operations, and services rendered. KH applied a Total Quality Management (TQM) and customer-oriented approach, conducting focus groups with more than 200 users of District Office services, individually interviewing approximately 60 service providers, visiting multiple sites, and analyzing multiple surveys involving several hundred respondents. The outcome was the delineation of detailed recommendations on how to realize additional cost savings within a District that had already taken aggressive measures to reduce its costs 18 months earlier. In addition, the recommendations built on GUSD's strategic decisions to move more expeditiously toward site-based management.

*“Above all things,
I hope the education of the
common people will
be attended to; convinced
that on this good sense
we may rely with the most
security for the preservation of
due degree of liberty.”*

– Thomas Jefferson
U.S. President and Statesman, 1787

Los Angeles Unified School District (LAUSD)



LAUSD is one of the largest public school districts in the country, educating more than 1.2 million students in a 707 square-mile area of Los Angeles County. It employs more than 70,000 certificated and

classified staff members to carry out its public education mission.

► Management Audit

SUBCONTRACT TO ACCENTURE

Ongoing budget restrictions and reductions and other problems have limited LAUSD's ability to serve the needs of its students and communities. KH reviewed the organizational structure of District administration and evaluated the efficiency of some of its key divisions, including finance management, personnel, information systems, facilities management, and business operations.

The purpose of the review was to determine if the District could benefit from more effective management and from the reallocation of its resources. The team reviewed nearly 2,000 opinion surveys and 500 letters; conducted several hundred interviews with District administrators, employees, and teachers; and facilitated 150 hours of focus groups with District employees, students, parents, and community groups.

Recommendations included the immediate consolidation of certain convoluted departments, a gradual transfer of many educational and business decisions to the individual schools, and investments in technology. The report identified inadequacies inherent in the District and barriers to change that had to be addressed before full implementation of the recommendations were possible. Implementation of the recommendations resulted in \$100 million in savings over five years, with an initial investment of \$17 million.

KH focused specifically on designing a school cluster model where elementary schools that fed into middle schools that fed into secondary schools were administered by a structure closer to the communities served. The cluster model

enabled LAUSD to abandon its four regional structures which were bureaucratic and removed from the communities. These clusters were cost neutral compared to the regional structure. In addition, KH analyzed the human resources functions performed for both certificated and classified staff by LAUSD's Personnel Department and Personnel Commission, with staffing levels in excess of 300.

► Organizational Effectiveness Review

ON BEHALF OF LOS ANGELES COUNTY CIVIL GRAND JURY

The Los Angeles County Civil Grand Jury retained KH to review:

- LAUSD after school programs at 437 elementary schools in Los Angeles County
- Permissive recreational program offered at 435 of the schools with staffing provided directly by the Beyond the Bell (BTB) branch of LAUSD
- Comprehensive programs provided by 19 community-based organizations under contract to BTB, including academic assistance, enrichment, recreational and nutrition activities offered at 315 schools

As part of the study, KH:

- Interviewed and met with BTB officials, a State Evaluator, and BTB after-school program contractors
- Designed and distributed an online survey to key stakeholders and analyzed the 730 responses
- Trained Los Angeles County Civil Grand Jury members and provided guides for site visits to 47 schools to observe the after-school programs and facilitate discussions with both after-school staff and school administrators

The study results were published and can be read in the 2005-2006 Los Angeles County Civil Grand Jury Report found at http://grandjury.co.la.ca.us/gjury05-06/LACGJFR_05-06.pdf (see page 139 of the PDF document).

Edutrain Charter School

LOS ANGELES, CALIFORNIA

► Management Audit

Edutrain Charter School had a unique mission of educating gang members and teenage mothers who had exhausted all normal and alternative educational options within LAUSD. Initiated with financial backing from UCLA and LAUSD, Edutrain grew at an unprecedented rate over a period of less than two years. As the only educational setting where teenage mothers could receive free child care (in exchange for working in the child care center), teenage mothers were able to attend classes and work toward their high school diplomas while learning better parenting skills. In total, 18 rival gangs were housed at Edutrain; gang leaders met daily to discuss how they could maintain neutrality while gang members attended Edutrain. During Edutrain's history, no gang fights occurred on the premises. Most of the instruction was based on tutorials and independent study models with support classes on self-image, motivation, etc.

The Board of Governors hired KH to conduct a management audit of the entire school operation. KH conducted interviews and focus groups with faculty, staff, students, and its Board of Governors, as well as reviewed various documents. KH recommended broad changes to many aspects of the school's management and operations in a report delivered to the Board of Governors. Areas covered included finance and budgeting, hiring and personnel procedures, instruction and programs, Average Daily Attendance (ADA) calculation methodologies, and administration. A major concern was the fiscal exposure of Edutrain and misdirected efforts of its management.

Although KH recommended that the internal problems be addressed, LAUSD chose to close the school. Because of the visibility of the Charter School movement in the nation, this project received extensive coverage in the *Los Angeles Times*, as well as on various local radio talk shows, National Public Radio, and local television news broadcasts.



PRE-SCHOOL EDUCATION

The California Children and Families Commission (Proposition 10)

The California Children and Families Commission, created by Proposition 10, supports children from prenatal to age 5 by creating a comprehensive and integrated system of information and services to promote early childhood development and school readiness. The initiative, approved by voters in November 1998, added a 50 cent-per-pack tax to cigarettes and a comparable tax to other tobacco products. Proposition 10 generates approximately \$700 million annually, which supports the State initiatives and all of the counties.

Each county has set up agencies to administer their share of Proposition 10 revenues and develop innovative solutions to address the unique issues faced by prenatal to 5 year olds in their jurisdictions. KH has worked with two of these agencies.

► First 5 LA: Multiple Tasks

KH has supported First 5 LA since its inception through a variety of assignments: an organizational review, a senior management development program, a compensation review, executive coaching, and facilitation of the Board's annual performance review of the Executive Director.

► First 5 Orange County: Management Audit and Strategic Planning

KH has undertaken two assignments with First 5 Orange County: 1) a management audit and reorganizational study and 2) the facilitation of a human resources strategic plan.

Los Angeles Universal Preschool (LAUP)

► Performance Measurement

LAUP is an independent public benefit corporation created in 2004 and funded by First 5 LA. LAUP's goal is to make voluntary, high-quality preschool available to every 4-year-old child in Los Angeles County, regardless of their family's income, by 2014.

LAUP is guided by a 10-year Master Plan developed by hundreds of educators, parents, government officials, and business and community leaders. To build this plan, LAUP is bringing resources together from across the county in support of early childhood education. Once fully operational, funded classrooms will serve more than 100,000 4-year-olds.

KH supported the Executive Director and its Personnel Committee in the development of performance criteria for the Executive Director.



Additional descriptions of KH firm capabilities, including a general KH firm brochure, are available upon request.

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