DATE: May 29, 2003

TO: Board of Trustees

FROM: Dr. Philip R. Day, Jr., Chancellor

Subject: GENERAL FUND
Approval of Special Personnel Services with Development Institute
(Resolution No. 030529-B5)

NOTE: FY 2004 Contract not to exceed authorization $225,000

BACKGROUND INFORMATION:

Development Institute, Inc. (DI) has been providing special services to the Chancellor and to various units of the City College of San Francisco since September 1998. In particular, the work of the principals of DI has been directed over the past four years to some of the most critical areas of college development, of which the following key projects are examples: guidance for the development and implementation of the integrated planning and budgeting system, the development of the institutional indicators assessment process, and the updated strategic plan process; guidance, planning, and coordinating of multiple projects in Information Technology Services including the Campus Wide Network Infrastructure Project and at least twenty other initiatives undertaken in ITS; the design and development of the enhanced self-study process as a joint venture between the Academic Senate and the Planning and Budgeting Council; the assessment of almost every major division and functional unit within the reorganized area of Student Development, including financial aid, counseling, testing/placement, etc, and leading to the development of initiatives for improvement and enhancement; active engagement in developing successful proposals for funding and aggressive identification of areas for cost savings and improved productivity; and support for an endless stream of special assignments from the Chancellor and the Chancellor's Office.
CORPORATE PROFILE:

DI was established in 1980 primarily as a firm providing managerial consulting for institutions of higher education, including all areas of management – executive management, governance, academic and student development, technology, and institutional advancement. This firm has provided consulting services and offered seminars to more than 150 institutions, achieving a reputation of distinction with such success that the firm has never advertised itself but has received repeated business due to satisfaction transmitted by word-of-mouth. A complete Statement of Qualifications for DI is attached.

The co-founders, Dr. Denton Crews and Dr. Katherine German, have dedicated their careers to the mission of higher education. Prior to co-founding Development Institute, Dr. Crews was Dean and Professor of Management, Graduate School of Management, Lesley University, in Cambridge, Massachusetts. He began his career in 1959 on the faculty of the University of Maryland and subsequently served as field-work supervisor at Harvard Divinity School, executive director for a community action agency in Massachusetts, assistant to a community college president, and administrative assistant to a U.S. Congressman. He holds the bachelor's degree from Lipscomb University, the master's degree from the University of Maryland, and the doctorate from the University of Massachusetts.

Dr. Katherine L. German has over seventeen years of experience as an educator and management consultant. Her immediate former position was Vice President for Academic Affairs at Endicott College. Previously, she held the position of Assistant Dean for Academic Affairs at North Shore Community College, located in Beverly, Massachusetts, where she also served as Professor of English, Division Chairperson, and Director of the Developmental Education Center. She has also taught English at undergraduate and graduate levels. Her degrees include: Ph.D., University of Illinois; C.A.S., Harvard University; M.Ed., Bowling Green State University; and B.A., Pennsylvania State University. Dr. German has designed academic and instructional programs, competency-based assessment programs, and professional development programs; delivered countless seminars focused on developing the creative side of the manager's potential; consulted for colleges, schools, and business; and written numerous proposals for funding. She is a diagnostician, a counselor, a teacher, a facilitator, and a writer.

RATIONALE:

The Chancellor of City College, as the chief executive officer, has relied upon the resources of DI, delegating a heavy workload of major assignments to its principals, Dr. Denton Crews and Dr. Katherine German. At City College, this work is mission-critical for the management, growth, development, effectiveness
and efficiency of the institution. The services of DI to the Chancellor are inextricably tied to the managerial and workload requirements which the institution demands of the Chancellor’s office and which can be met in no other way except through supplementation of additional high-level managerial capability. The Chancellor has chosen through this supplementation of professional and managerial services to achieve developmental and performance improvement objectives for the institution despite the scarcity of administrative personnel and without adding new senior-level positions in mission-critical areas or, because of the limitations associated with the current budget crisis, back-filling existing positions. Further, the “return” to the college from this approach in the amount of work done, its consistently successful results, and its impact on effectiveness and efficiency exceeds that of any comparable provider of such services.

Dr. Crews and Dr. German also provide for City College important leadership and execution for various roles that help accommodate the gaps created due to vacancies and the open positions of Associate Vice Chancellor for Information Technology and related systems, the Associate Vice Chancellor for Facilities Planning, Dean of Student Support Services, and executive staff support for institutional advancement in business practices and transformation of other academic and administrative operations for a cost-savings of more than $675,000 in salaries and benefits every year over the past two years. With the retirement of several key administrators effective July 1, 2003, including Vice Chancellor Frances Lee and deans Frank Chong, Sandra Handler, Dan St. John, and Bernice Brown, much of the support and leadership provided by these senior-level administrative positions will fall upon the shoulders of the Chancellor and two Vice Chancellors (Griffin and Goldstein). It is expected that DI will provide a significant level of relief so that we can continue to stay focused and accomplish some of our key objectives during these times of unprecedented budget cuts. With their support and direction, we can continue to operate in these capacities without hiring replacements. As a result, the total savings on salaries and benefits as of July 1 will exceed $1.3 million. The value of continuing their roles through a professional services contract can be demonstrated as cost-effective in two ways: it costs less than other alternatives and it yields additional direct savings in expenses and new revenue production. DI has also played a major role in the effort to generate more than $5 million in new revenue production in the form of special grants (e.g. Title III) and Congressional Earmarks for projects and initiatives in the Office of Student Development; Research, Planning and Grants; and the Chancellor’s Office. More important, their service consistently produces superior, reliable results in every aspect of the work scope and the deliverables, including both results achieved and the earning of respect and trust for work performed under contract to the college.

WORK SCOPE SUMMARY:

This resolution continues the contract with DI to provide services to City College
during 2003-2004 in several critical areas. The areas of responsibility, enumerated in the attached work scope, and are briefly summarized here:

- Providing strategic management for the technology effort at CCSF, including technology planning and development in all functional areas; the restructuring and modification of ITS for college-wide network service delivery; the implementation of management systems, policies, and procedures for the college wide network project and other areas of ITS; planning and monitoring WEB-based systems for student registration and other mission critical services); coordinating activities with staff and technology governance groups for ITS: and reviewing and negotiating contracts, as appropriate; ensuring the currency and success of an overall enterprise consuming $14 million in annual operating budget and $16 million of capital investment;

- Providing support and facilitation for purposes of continuing the planning and budgeting process coupled with documentation and institutionalization;

- Providing support oversight and facilitation for the college's strategic planning and annual planning process; and continued supporting of the updating and usage of the educational master plan and technology plan throughout the year;

- Providing support for a work processes assessment and re-engineering study to achieve cost-effectiveness and efficiency in selected areas of the college; and undertaking a savings assessment program throughout the college;

- Providing support for strengthening administrative practices in concert with the Vice Chancellors and the Administrative Council;

- Providing support and project leadership for the Vice Chancellor of Student Development during a year of development, renewal, and realignment of priorities and structures to improve the entire range of student services;

- Providing coordination and support for the enhanced self-study process, to be completed in 2003; and

- Continuing to provide support for a variety of special assignments upon request by and under the direct supervision of the Chancellor.

A complete Scope of Work for the contract in 2003-2004 is attached.

RECOMMENDATION:

RESOLVED: That the Chancellor, Vice Chancellor for Finance and Operations, and/or their designee are hereby authorized to contract with Development Institute, Inc., to provide consultation and special services to be defined by formal work
scope for a period from July 1, 2003, through June 30, 2004, at a total contract cost not to exceed 225,000 with the option to renew for an additional one year based upon an assessment of progress/outcomes for the upcoming year; and

FURTHER BE IT RESOLVED: That the Chancellor, Vice Chancellor of Finance and Administration and/or their designee are hereby authorized to execute any and all documents on behalf of the District to effectuate this resolution.

Attachments:
1. Statement of Qualifications
2. Scope of Work for 2003-2004