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Project Name: Developing Business Relationships

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Opportunity (Purpose or Primary Reason for Project): The College’s approach to identifying and communicating with key business, community, and governmental stakeholders lacks regularity, coordination, and college-wide recognition. The absence of a systematic approach creates the following problems:
- The College potentially misidentifies critical contacts;
- The College fails to determine the critical stakeholder requirements, needs, and expectations and to monitor them as they change;
- The College does not appropriately and promptly respond to the education and training needs of area stakeholders;
- The College fails to regularly assess its channels for gathering stakeholder information;
- Information gathered is not shared with others at the college who could benefit;
- In the absence of a coordinated communication plan, ICC representatives cannot fully relay the quality and breadth of ICC’s programs/services.

Business Case (Budget Information): A systematic, well-functioning process to communicate with stakeholders is essential for the following reasons:
- Knowledge of current and emergent competitive markets is critical if ICC is to maintain and grow its share of the market;
- By improving the quality of information shared, collected, and used, the College may identify additional opportunities for enrollment, job placement, financial resources, and strategic partnering;
- ICC representatives would make more efficient use of their time by maintaining the most important contacts, having needed information readily available, and by approaching contacts with knowledge of previous ICC contact and outcomes from the contact;
- The College will be better able to assess the satisfaction of its key stakeholders and the extent to which their needs are being met.

Goal (Expected Outcomes, Deliverables, and/or Results): The goals of the project shall be:
- To establish the procedures by which the College identifies key business, community, and governmental stakeholders with which formal relationships need to be established and/or maintained;
- To determine an effective means for obtaining and continually assessing critical stakeholder requirements;
- To establish the process by which contact/stakeholder feedback and information are recorded and shared among College employees in order to satisfy critical requirements;
- To develop a method by which the College’s responsiveness to its stakeholders can be regularly assessed.
**6 Sigma Project Charter**

**Scope (Constraints, Boundaries, and/or Key Risks):** Initially, the project team will establish a process targeting the College’s key contacts/stakeholders. If it works well, it could then be expanded to include additional contacts. The basic process is expected to be:

- Identify info needed and critical contacts
- Establish and/or communicate with contacts
- Share information with college community

**Timeline (Define, Measure, Analyze, Improve, and Control):** The timeline will more closely follow a DMADV methodology, given that a process is to be put in place. The project should conclude by January, 2009.

**Primary Measures:**

Milestones for the implemented project include:
- Key contacts/stakeholders identified and College representatives “assigned” to each
- Critical requirements determined for each contact/stakeholder
- Forum/medium for regular information sharing and opportunity identification established
- Assessment of College’s responsiveness conducted and reviewed

Performance Measures for the implemented project include:
- Satisfaction of key stakeholders with College’s level of responsiveness
- Extent to which College is meeting or exceeding the key stakeholder requirements

**Other (Additional Resources Needed, Critical Considerations, and/or Initial Concerns):** Key suppliers for the initial project would include:
- College President and Vice Presidents of Academic Affairs & Planning and Organizational Effectiveness
- Executive Directors of Diversity and Human Resources
- Director of Corporate & Community Education
- Associate Deans, especially Community Outreach, BIS, AIT and Health Careers
- Education and Business Liaison

A database was established a number of years ago to share information, but is not being used. The team needs to consider this when developing improvement ideas.

**Supporting Data:** An initial survey of 7 of the key stakeholders identified the top 3 barriers to developing/maintaining effective business relations as:

1. Limited ICC employee knowledge about the college as a whole (goals, new programs/services, etc.)
2. Time/staffing constraints
3. Limited knowledge in the community about the breadth of ICC’s offerings/services

The survey identified the following as the most important things to accomplish/learn from business contacts:

1. Business needs and challenges
2. Community activity, especially economic development
3. Identifying projects to build partnerships and enrollments
4. Identifying training needs
5. Soliciting gifts, donations or other support for the college