6 Sigma Project Charter

Date: January 12, 2008

Project Name: Anticipating and Responding to Emerging Market Needs

Deployment Champion: Dr. Vicky Stewart

Project Sponsor: Dr. John Avendano

Process Owner: Jean McAdams

Black Belt: David Cook

FREP: Aimee Cook

Charter Authors: Dr. Vicky Stewart, David Cook

| Matt Hertzog, Associate Dean - BHIS | Ellen George, Corporate and Community Education |
| Aimee Cook, Director – IR          | Paul Molander, Assoc. Professor - BHIS          |
| Jean McAdams, Coordinator of Instructional Services | |

Opportunity (Purpose or Primary Reason for Project): The external environmental scans of 2006 and 2007 revealed a number of emerging occupations that are not directly supported by ICC academic curricula, credit or noncredit. This indicates that business and industry needs are not being met as effectively as they could be.

Business Case (Budget Information): A documented process that marshals existing labor market data sources to assess the feasibility of new academic program development does not exist at ICC. This negatively impacts overall time-to-market for programs and the opportunity to attract new enrollments, and discounts input from varied – yet valid – data sources.

Goal (Expected Outcomes, Deliverables, and/or Results):

- Document and improve a process for analyzing and assessing the feasibility of new academic programs. Incorporate a validated business model.
- Determine the data needs and appropriate sources for new academic program feasibility analysis.
- Assign administrative authority for review of new academic program feasibility analyses and for recommended new academic program development.
- Reduce the “time-to-market” of new academic programs by improving this process.

Scope (Constraints, Boundaries, and/or Key Risks): The project will begin with the process of identifying emerging labor market needs and end with the development of new academic program feasibility analyses. The project will not address curricular development. Milestones for review will include identifying and validating data sources; identifying and validating a business model for new academic program evaluation; assignment of data collection and reporting functions; determining the information elements of the feasibility analysis; creating the format of a formal review and recommendation process; assigning the administrative responsibility over the review and recommendation process; defining the handoff mechanism to begin the curriculum development process.

Timeline (Define, Measure, Analyze, Improve, and Control): Project completion is targeted for December 2008.
Primary Measures: The following are proposed measures:

- **Input measures**
  - Count of opportunities by source
  - Count of opportunities by industry/industry cluster
  - Count of opportunities by common skill sets (using O*NET taxonomy)
  - Count of opportunities NOT pursued (with reasoning)

- **In-process measures**
  - Cycle times:
    - Opportunity identification to Feasibility completion
    - Feasibility completion to full application completion
    - Full application completion to Curriculum Committee approval
    - Curriculum Committee approval to ICCB approval
  - Count of full applications approved by Curriculum Committee
  - Overall cycle time (opportunity identification to program approval)

- **Outcome measures**
  - Enrollments by program
  - Graduates by program
  - Placements in related employment by program
  - Average graduate earnings by program
  - Graduate satisfaction with program
  - Employer satisfaction with program

Other (Additional Resources Needed, Critical Considerations, and/or Initial Concerns): At present, no clearly defined process with measurable input, in-process, and outcome measures exists. Data gathering of baseline data will be difficult.

Supporting Data & Process Map(s): A high-level process map for new career & technical program development.