



Business Process Review

Scheduling

Final Version: 1.0

September 26, 2014

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Scheduling Processes

Introduction

The Bergen Community College and Office of Scheduling and Event Planning engaged CampusWorks to conduct a business process review of key aspects of their operations in order to provide recommendations for overall process improvement and to identify opportunities where technology, including the Colleague administrative system might be better utilized to enhance operations and reporting in the department. CampusWorks staff and Scheduling and Event Planning leadership met initially to discuss areas of primary operational concern and to identify a set of core processes to be examined in the business process review. The core processes examined during the business process review are: Academic Scheduling, Continuing Education Scheduling and Event Scheduling. The complete inventory of processes reviewed may be found in Appendix A.

The business process review was conducted over five days in June and July, and began with a kick-off meeting where the process of a business process review was shared by the CampusWorks business process review facilitator with all participants of the Scheduling business process review. An outline of expected outcomes from the business process review was shared with the participants and include to validate that current processes fulfill the mission of the college, to improve the quality of student and employee experiences, to leverage investments in knowledge, technology and tools, to address changes from internal and external sources that impact the work of the Scheduling staff.

Following the kick-off meeting, members were interviewed to identify steps, resources and activities for each of the identified processes. The processes were then translated into process maps and further described in accompanying narrative documents to relate the activities in both pictorial and narrative form. There were shared with staff for review and propose corrections or additions where necessary to ensure that the processes were accurately documented prior to identification of gaps and development of recommendations included in this final report. The process maps and accompanying narratives are included in the body of this report.

Through the course of the business process review, gaps between current processes and technology may be identified that will result in the development of recommendations for improvement of business processes and performance. Wherever possible, these recommendations will include suggestions to more effectively leverage the use of the current technology *as delivered*. Where identified gaps exist that cannot be addressed using current technology to meet the needs of the College, options will be provided for the mitigation of these gaps to advance the mission of the department and College.

The underlying principle used when conducting the business process review was to assure staff members that the purpose of the process mapping sessions was to gather process information and was not an evaluation of what is done wrong or right by any particular member of the department. As staff noted concerns or issues that impact their ability to conduct their business as needed, the concerns were noted in the Parking Lot holding area and were considered as input for recommendations for improvement. Staff witnessed that comments added to the Parking Lot were not attributed to any specific individual. A listing of these ideas/concerns/suggestions appears at the end of this document as Appendix B. These items are considered to be an important aspect of the business process review and should be reviewed with leadership of the appropriate departments for follow-up and potential resolution.

Participants in the Scheduling Business Process Review

The following staff members of Bergen Community College participated in the business process review sessions and were facilitated by CampusWorks, Inc. staff Linda Champion.

| Participant | Title |
|----------------------|---|
| Tracy Miceli | Manager, Events Planning Department |
| Kim Makoe-Brown | Senior Scheduler and Facilities Planner |
| Gloria Cevallos | Scheduling and Facilities Planner |
| Johanna Heule | Scheduling and Facilities Planner (no longer at Bergen Community College) |
| Linda Emr | Dean, Meadowlands Campus |
| Kim Meekins | Managing Director, Meadowlands |
| Sandra Sroka | Dean, Ciarco Learning Center |
| Debbie Carroll | Executive Assistant; Ciarco Learning Center |
| Christine Gillespie | Dean, Continuing Education, Corporate and Public Sector Training |
| Paul Ragusa | Managing Director, Continuing Education, Corporate and Public Sector Training |
| Esmeralda Armendariz | Secretary, Continuing Education, Corporate and Public Sector Training |
| Nilda Pardo | Senior Accounting Assistant |
| Jim Quimby | Sr. Technician Media Technologies |
| Ralph Choonoo | Executive Assistant to VP-Student Affairs |
| James Bumgardner | Producer/Assistant Professor, Performing Arts |
| Paul Wolfe | Professor; Facilities Coordinator |
| Tom O'Neill | Theater Manager; Ciccone Theatre |
| Jorge Hernandez | Director, Athletics Department |
| Nishika Gupta | Manager, Document Management |
| William Corcoran | VP-Facilities, Planning, Operations & Public Safety |
| Ed Zingg | Lieutenant; Public Safety |
| Alan Mruzinsky | Sergeant ; Public Safety |
| Chris Talmo | Supervisor of Custodians; Building & Grounds |

Executive Summary

The overall finding of the business process review revealed that the Office of Scheduling and Events Planning performs the challenging tasks of creating schedules for the use of classroom and other common space throughout the College. The scheduling and calendaring processes are two of the most central processes of a college, encompassing inputs from several departments including curriculum, continuing education, registration, facilities and events planning along with the strategic plans for enrollment, facilities planning and the College at-large. At Bergen Community College, this work frequently balances the competing priorities of academic instruction, continuing education, institutional activities, events conducted by community members and facility maintenance. It is further compounded at Bergen Community College by the lack of adoption of standard processes and systems as well as observance of requested deadlines in completing process tasks.

Requests for the use of classrooms or meeting space are received from faculty, instructors and staff throughout the year with the evolution of standard semester terms into multiple sessions per semester as well as interim sessions held between semesters. Scheduling challenges are also increased by the implementation of multiple class patterns (one hour class, 90-minute class, dissimilar meeting days); the variation in meeting times and patterns can cause classroom space, already at a premium, to remain unoccupied for large blocks of

time during the day. In addition, change requests result in the scheduling staff performing repeated iterations of the same work, increasing workload with little overall benefit to the college.

During the discussions surrounding creation of the academic schedule, there appeared to be a lack of consensus on overall timeline for schedule creation. Proposed timelines for completion and return of the proposed academic schedule for the upcoming term are often disregarded. Room change requests are common, with reasons for change ranging from inadequate room size or lacking physical accommodations needed by students or faculty, to simply personal preference for specific rooms by faculty or instructors resulting in multiple iterations of scheduling to be completed. In addition, faculty are not assigned to course sections prior to room scheduling. This practice prevents the Scheduling Office from using the optimization functionality of AdAstra that might schedule back-to-back or nearby room assignments for faculty.

The overall result is delay in finalizing and publishing the schedule. In addition, these delays impact students in receiving timely advising for planning their upcoming semester based on upcoming course offering times and locations. Delays also impact the ability to proceed with scheduling Continuing Education courses as well as internal and external events, all dependent upon the available space remaining after the priority of academic scheduling has been finalized.

An additional factor, the inability to reach agreement on the 2014-15 academic calendar, further compounded the delay in producing the Fall 2014 schedule. The delay in establishing an academic calendar for the 2014-15 academic year caused the Scheduling staff to plan course sections based on anticipated start dates, which meant that the scheduled meeting days and locations could require revision and disrupt the scheduled room assignment. This delay also prevented earlier planning and confirmation of community events with College partners who regularly hold meetings or workshops at the College. In some cases, these meetings are provided as a service to college staff while in other cases, these could be revenue-generating events for the College. The resulting diminished service could lead community event organizers to seek facilities elsewhere in the community and casts the College in poor light.

An additional critical finding resulting from the review process revealed that there is not consistent use of the scheduling software, AdAstra, across the College. In fact, departments use several different systems to maintain information on the usage of space within their departments, including Excel spreadsheets, Google Calendars or other software. Frequently, the schedule use of space is not recorded in either Colleague or AdAstra, which makes identifying available space for requested activities impossible. The use of multiple systems causes delays in scheduling classes, activities and events through the inability to determine what space might be available for the requested function. Schedulers must contact the appropriate department to determine if space is available, at which time a temporary hold might be placed on the space. If the function is not confirmed, the hold may not be removed in a timely manner. The use of multiple systems also results in the inability to generate comprehensive reports of space utilization and types of activities conducted at the College. In addition, there is not a common system accessible by Public Safety for use in answering visitor questions, opening rooms for authorized users or for evacuating rooms in case of emergency.

Additionally, users lack consensus in the codes used when entering information into AdAstra, labeling functions as both 'classes' and as 'events'. When a single function is labeled in multiple ways, the function appears as a double-booking in the scheduling software and causes usage reports to reflect inaccurate data.

The use of multiple systems or inconsistent use of the designated system for recording scheduled use of space may be attributed to a number of causes, including perceived 'ownership' of specialized space such as athletic facilities, computer labs or theater and music rooms, or because staff lack acceptance of the common

system. However, without consistent use of a common system, staff members frequently perform unnecessary work to identify available space and maintain multiple systems causing double-entry of data related to scheduled rooms. The maintenance of multiple systems, regardless of the data maintained, frequently results in inaccuracies and in questions regarding which system is the source of truth in the event of discrepancies. In addition, the College is unable to readily obtain accurate information on the utilization of existing space or regarding the types of functions held at the college.

It should be noted that this business process review did not explore the processes used by Bergen Community College to determine which courses or programs should be offered or to determine how many sections of given courses are needed within a semester. Investigation and evaluation of these topics are frequently conducted within a business process review for curriculum in relationship to strategic enrollment planning.

It should also be noted that during the business process review, the Senior Scheduler and Facilities Planner position was moved from the Office of Scheduling and Event Planning to a new department of Curriculum under Academic Affairs, reporting to the new Associate Dean of Curriculum. As a result of this change, the processes and recommendations contained in this report should be shared with the Associate Dean for review, as well as including the Associate Dean in discussions for process change and improvement where appropriate.

The recommendations provided in the body of this report are offered to Bergen Community College with knowledge of best practices applied to our understanding of the processes as explained during the business process review. CampusWorks' business process and Colleague process consultants experienced with scheduling reviewed the described processes in totality to identify areas where process improvements, both in work procedures and in usage of the Colleague administrative system and AdAstra scheduling system, could be realized. The concerns noted in the Parking Lot also were reviewed and taken into consideration as part of the recommendations for process improvement.

General business and system process recommendations overarching all operations are provided under the heading 'General Recommendations' while recommendations for process improvements relative to specific processes are documented under the 'Process Recommendations' heading in each core process section.

Upon review of the recommendations with the department leadership and staff, new 'To Be' process maps and accompanying narratives reflecting any adopted changes should be drafted to provide staff with revised processes in pictorial and narrative format to be used as a guide when conducting daily activities.

Note: Throughout this document, each process is assigned a process number. This number is used for identification, with no numerical significance in terms of sequence or hierarchy attached to the process itself. This number identifies the process on the process map, in the narrative, and in the references to prior processes and subsequent process when appropriate.

General Recommendations

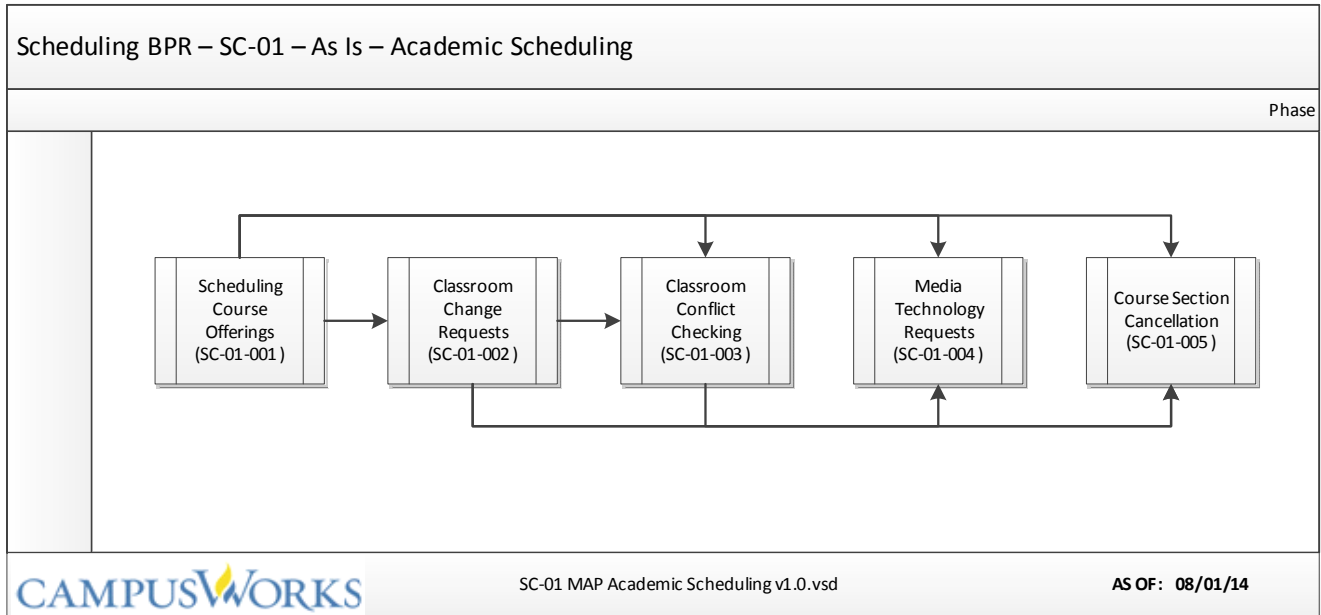
- 1) Assign an individual to be responsible for overall AstraScheduler administration.
 - a. Assign overall administration for AstraScheduler to an individual within the Scheduling or Events Planning departments with AstraScheduler system knowledge and experience as well as a working knowledge of Colleague scheduling functions and integration.
 - b. Maintain evaluation of current enhancements and arrange for installation of updates to ensure ongoing functionality of software.
 - c. Assign responsibility to establish standard operating procedures and coding structures; train users in the adopted processes.
- 2) Adopt common, standard practices for use of AstraScheduler.
 - a. Conduct discussions led by Scheduling leadership with all stakeholders to identify objections to the current common system (AdAstra) and to increase awareness of the impacts on the College, such as ineffective reporting and the inability to publish usable calendar to website, caused by the use of multiple systems.
 - b. Review the current use of Colleague and AdAstra with all users to promote understanding of the systems and to receive feedback on users' needs relative to space scheduling and usage. Based on these discussions, the team may evaluate the current functionality available in AdAstra to determine how the software can best fulfill the needs of the College.
 - c. Develop standard processes, codes and naming conventions based on input provided above by which all users will input information into the appropriate system, and from which users can determine available or reserved space and college events can be extracted for publication on the College web calendar as appropriate.
 - d. Evaluate where the workflow system within AstraScheduler can be more fully incorporated into scheduling processes, particularly with fillable, dynamic forms that would provide event organizers easy access to request facilities. Utilize workflow to route completed forms to appropriate administrators for approval and to service providers to coordinate requested services.
 - e. Investigate whether the document management system at Bergen Community College can be integrated with AstraScheduler for receipt and management of external documents (insurance binders, licenses, etc.) for events.
- 3) Consider change to publish room assignments just prior to the start of term instead of at the time that the registration schedule is published.
 - a. To optimize room assignment function in AdAstra, it is best if faculty are assigned to sections before room assignments are made. This will help to reduce room change requests.
 - b. Delaying room assignment publication would allow Bergen Community College to more easily change and maximize room assignments based on actual section enrollments as registration occurs.
 - c. All classes (academic, continuing education and non-credit) can be included in the initial pass of the room scheduling process to further optimize space assignments and reduce workload by decreasing the number of changes requested. Just prior to the start of the semester, students would access the student portal to identify the actual room assignments for their classes.
- 4) Develop an overall scheduling timeline, encompassing the input and needs of all stakeholders.

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- a. Discussion of stakeholders' needs will help all parties to gain a holistic view of all needs of other stakeholders and the impacts of missed deadlines.
 - b. The Scheduling timeline should include an adequate timeframe for establishing both academic and continuing education schedules to promote publication well in advance of the start of term to allow students maximum time to plan and receive advising as needed for their educational pursuits.
- 5) Consider development of a master academic and facilities calendar established multiple years in advance, in order that program and facilities planning across the college can proceed as needed.
- a. Establish the academic calendars two or three years in advance, defining critical dates for registration, drop/add, start/end of classes, withdrawal, and graduation as part of their overall master plan.
 - b. From the master calendar, strategic plans for space needs, facilities maintenance and technology maintenance and upgrades can be developed and communicated with the College. College activities may be planned and collaboration with community partners using space can proceed in a timely manner.
 - c. Additionally, a long-term master calendar may help to reduce upgrades made to classrooms or conference rooms in one term only to have the room converted to other use in the upcoming term and from being taken out of service after class scheduling has been completed.

Core Process: Academic Scheduling (SC-01)

The Bergen Community College core process “Academic Scheduling” comprises processes necessary to create the academic course section schedule for the upcoming term, including room assignments, room changes, room conflict checking, media technology requests and section cancellations.

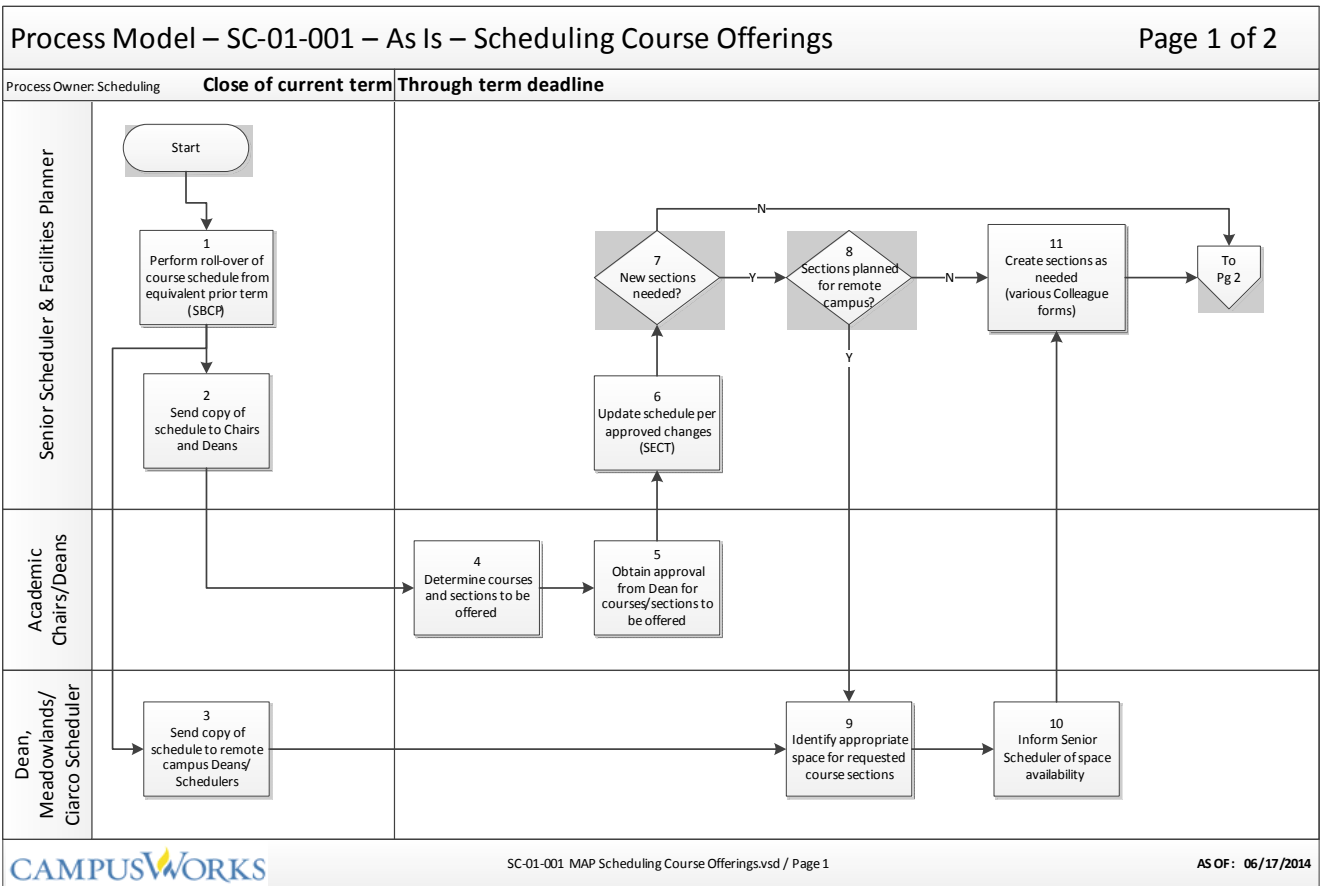
The Academic Scheduling Process at Bergen Community College consists of five sub-processes, as shown below: Scheduling Course Offerings, Classroom Change Requests, Classroom Conflict Checking, Media Technology Requests, Course Section Cancellation.

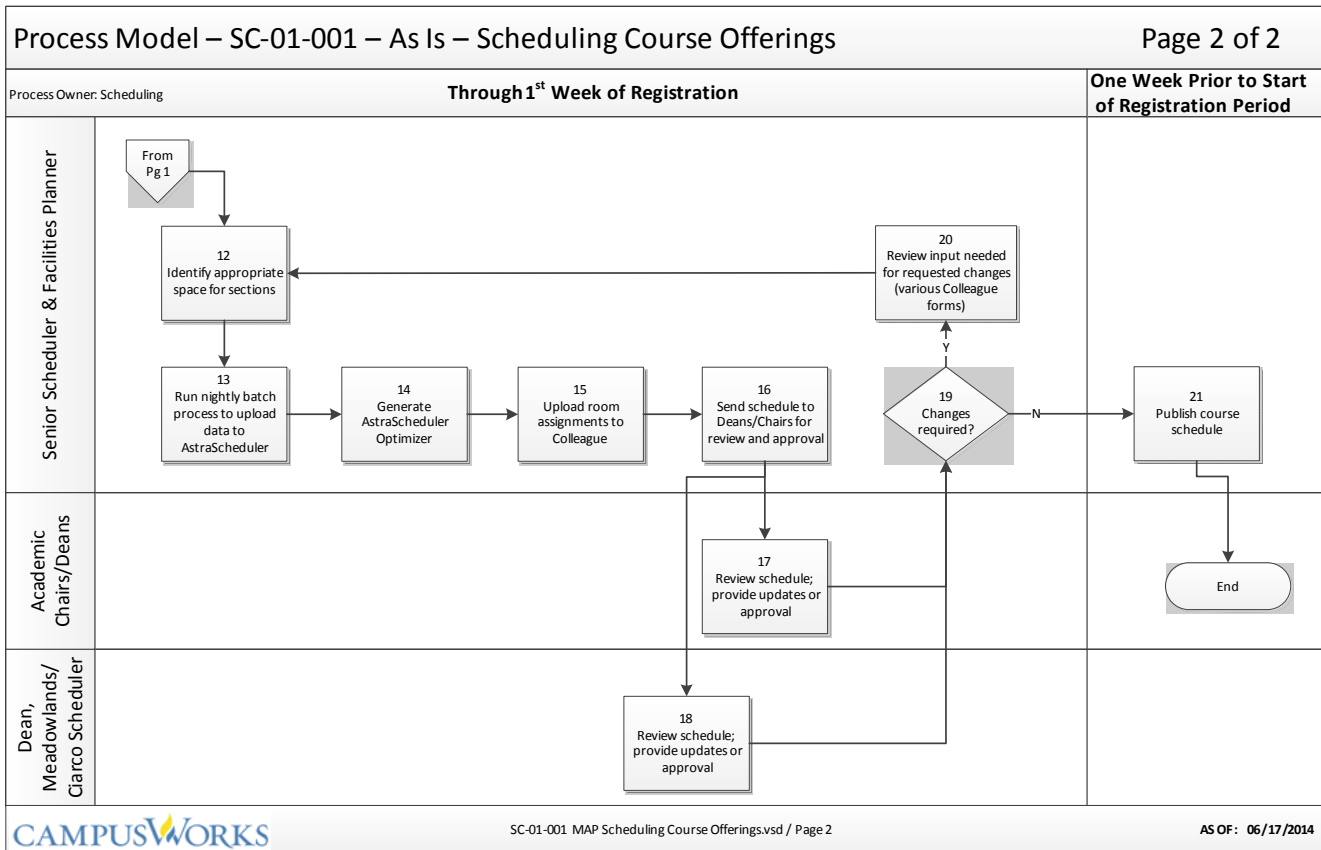


The following workflows and definitions describe the Academic Scheduling processes of *Scheduling Course Offerings (SC-01-001)*, *Classroom Change Requests (SC-01-002)*, *Classroom Conflict Checking (SC-01-003)*, *Media Technology Requests (SC-01-004)*, *Course Section Cancellation (SC-01-005)*.

Process: Scheduling Course Offerings (SC-01-001)

The following process flow depicts the steps that occur for *Academic Scheduling: Scheduling Course Offerings (SC-01-001)*. This process encompasses tasks necessary to prepare the schedule of courses and sections to be offered for an upcoming term.





Description: Scheduling Course Offerings (SC-01-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Scheduling Course Offerings (SC-01-001)* at Bergen Community College.

Previous Step:

- 1) Beginning of Process.

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|---|--|--|
| 1) Perform roll-over of course schedule from equivalent prior term, using SBCP. | Senior Scheduler and Facilities Planner | Colleague - At the close of the current term, perform the section batch copy process SBCP to copy the existing course schedule from the previous equivalent term for the upcoming term (e.g., fall to fall, spring to spring). - Save output to Excel. | Equivalent term schedule copied. |
| 2) Send copy of schedule to Chairs and Deans. | Senior Scheduler and Facilities Planner | Email; Excel spreadsheet of course schedule | Schedule copy sent to Academic Chairs and Deans with deadline. |

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| | | <ul style="list-style-type: none"> - Send the copy of the course schedule to the Academic Chairs and Deans for review. - Provide deadlines for schedule changes to be returned. - Deadline for return of spreadsheet are: <ul style="list-style-type: none"> o Spring/Winterim: Aug 1 o Summer: Nov 30 o Fall: Dec 31 | |
| 3) Send copy of schedule to remote campus Deans and Schedulers. | Senior Scheduler and Facilities Planner | <p>Email; Excel spreadsheet of course schedule</p> <ul style="list-style-type: none"> - Send the copy of the course schedule to the Deans and Schedulers for the Meadowlands and Ciarco Learning Center locations. - Provide deadlines as above for schedule changes to be returned. | Schedule copy sent to remote campus Deans and Schedulers with deadline. |
| 4) Determine courses and sections to be offered. | Academic Chairs and Deans | <p>Excel spreadsheet of course schedule</p> <ul style="list-style-type: none"> - On receipt of the course schedule from the previous equivalent term, review copy of previous equivalent term schedule. - Determine courses and sections to be offered for the upcoming term. - Submit recommendations to appropriate Dean for approval. - Course and section identification and request continues as needed until the recommended scheduling deadline. | Recommended courses and sections submitted to Dean for approval. |
| 5) Obtain approval from Dean for courses/sections to be offered. | Academic Chairs and Deans | <p>Excel spreadsheet of course schedule</p> <ul style="list-style-type: none"> - Review proposed courses and sections submitted by Academic Chairs. - Provide approval for recommended courses and | Recommended courses and sections approved and submitted to Senior Scheduler. |

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| | | sections to Senior Scheduler, as appropriate. | |
| 6) Update schedule per approved changes, using SECT. | Senior Scheduler and Facilities Planner | Excel spreadsheet of course schedule; Colleague - Update course sections per approved changes submitted in the Excel spreadsheet, including proposed campus location for section, using SECT. | Existing sections updated as approved. |
| 7) New sections needed? | Senior Scheduler and Facilities Planner | Excel spreadsheet of course schedule - Determine if new sections are needed. | |
| 8) If new sections are needed, are the new sections planned for a remote campus? | Senior Scheduler and Facilities Planner | Excel spreadsheet of course schedule - Determine if requested new sections are planned for a remote campus. | |
| 9) If the requested new sections are planned for a remote campus, identify appropriate space for requested course sections. | Dean, Meadowlands Campus/Ciarco Scheduler | Excel spreadsheet of course schedule - Identify appropriate space in which to schedule new section(s) requested by Academic Chairs. | Appropriate section space identified for campus. |
| 10) Inform Senior Scheduler of space availability. | Dean, Meadowlands Campus/Ciarco Scheduler | Excel spreadsheet of course schedule; email - Inform the Senior Scheduler of the intended classroom or space for the requested new section(s). | Senior Scheduler informed of available space. |
| 11) Create sections as needed, using various Colleague forms. | Senior Scheduler and Facilities Planner | Colleague - Create new sections as requested and approved by Deans. - Information to be entered includes: o Section number (SECT) o Location (SECT) o Meeting days/times (SOFF) o Day/Evening offering (SOFF) o Number of meeting weeks (SOFF) o Section capacity (SRES) | Sections created as requested. |

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| | | <ul style="list-style-type: none"> ○ Registration rules (SRES) ○ Prerequisites (SREQ) ○ Corequisites (SREQ) ○ Paired courses ○ Billing and fees (SECB, SFIN) ○ Printed comments ○ Honors designation | |
| 12) If new section is not needed or has been created, identify appropriate space for all sections. | Senior Scheduler and Facilities Planner | <p>Excel spreadsheet of course schedule; Colleague</p> <ul style="list-style-type: none"> - After creating needed new sections, identify appropriate space for all sections requested by Academic Chairs/Deans. - Download course file for input to AstraScheduler. - Changes to sections are processed as received (first-in, first-out). - Process continues through the first week of registration activities to accommodate additional needed changes. | Appropriate course space identified. |
| 13) Run nightly batch process to upload data to AstraScheduler. | Senior Scheduler and Facilities Planner | <p>Colleague; AstraScheduler</p> <ul style="list-style-type: none"> - Execute the nightly batch process to extract the Colleague course schedule and upload the file to AstraScheduler. | Schedule uploaded to AstraScheduler. |
| 14) Generate AstraScheduler Optimizer. | Senior Scheduler and Facilities Planner | <p>AstraScheduler</p> <ul style="list-style-type: none"> - Generate AstraScheduler Optimizer process to identify appropriate spaces for courses. - Download room assignments for input to Colleague. | AstraScheduler Optimizer process identified space assignments. |
| 15) Upload room assignments to Colleague. | Senior Scheduler and Facilities Planner | <p>AstraScheduler; Colleague</p> <ul style="list-style-type: none"> - Upload room assignments from AstraScheduler to Colleague. - Create term course schedule; save in Excel. | Room assignments uploaded to Colleague. |

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| 16) Send schedule to Deans/Chairs for review and approval. | Senior Scheduler and Facilities Planner | Excel spreadsheet of revised course schedule; Email - Send updated course schedule with room assignments to Academic Chairs and Deans for review and approval. | Updated schedule returned to Deans and Academic Chairs. |
| 17) Review schedule; provide updates or approval. | Dean, Meadowlands Campus/Ciarco Scheduler | Excel spreadsheet of revised course schedule - Review updated course schedule with room assignments. - Provide additional revision requests or approval for course schedule. | Updated schedule revised or approved. |
| 18) Review schedule; provide updates or approval. | Academic Chairs and Deans | Excel spreadsheet of revised course schedule - Review updated course schedule with room assignments. - Provide additional revision requests or approval for course schedule. - NOTE: Academic Chairs and Department staff input information for faculty assigned to sections. | Updated schedule revised or approved. |
| 19) Are changes required? | Senior Scheduler and Facilities Planner | Excel spreadsheet of revised course schedule - Determine if additional changes have been requested by Academic Chairs or Deans. | |
| 20) If changes are required, review input needed for requested changes, using necessary Colleague forms. | Senior Scheduler and Facilities Planner | Excel spreadsheet of revised course schedule; Colleague - Review input needed to make requested changes - Return to Step 11 to perform updates needed, using appropriate Colleague forms. - Return revised schedule to appropriate Academic Chair and Dean. - Continue change request process through first week of registration period to capture | Additional changes completed. |

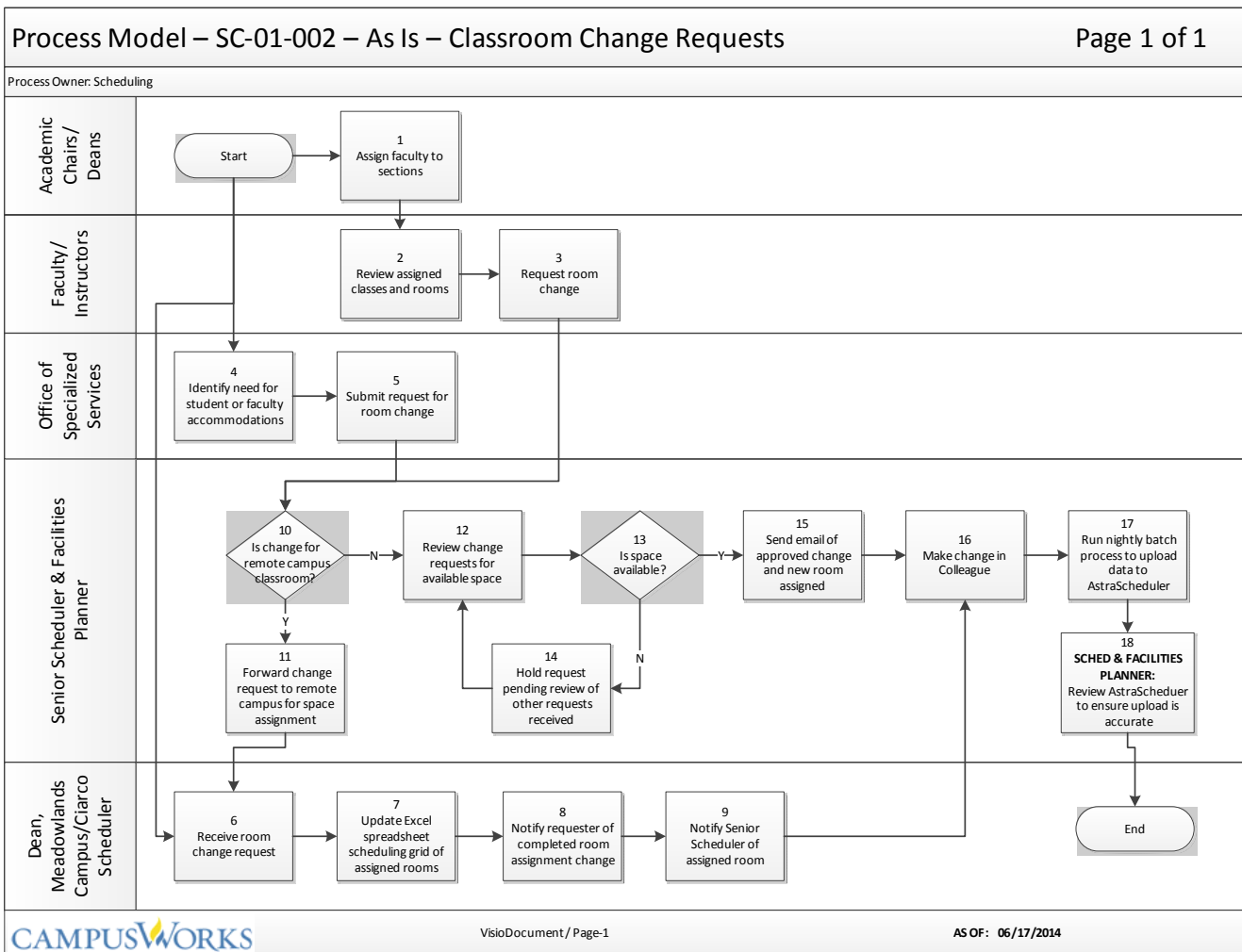
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| | | any additional required changes. | |
| 21) If changes are not required or after completing requested changes, publish the course schedule. | Senior Scheduler and Facilities Planner | Colleague - After completion of requested changes and one week prior to the start of the registration period, publish the course schedule to permit student review and planning their registration for the upcoming term. | Course schedule published. |

Next Step:

- 1) SC-01-002 – Classroom Change Requests, or
- 2) SC-01-003 – Classroom Conflict Checking, or
- 3) SC-01-004 – Media Technology Requests, or
- 4) SC-01-005 – Course Section Cancellation

Process: Classroom Change Requests (SC-01-002)

The following process flow depicts the steps that occur for *Academic Scheduling: Classroom Change Requests (SC-01-002)*. This process encompasses tasks necessary to process requested changes to assigned classrooms.



Description: Classroom Change Requests (SC-01-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Classroom Change Requests (SC-01-002) at Bergen Community College.

Previous Step:

- 1) SC-01-001 – Scheduling Course Offerings

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---------------------------------------|-----------------------|--|--|
| 1) Assign faculty to sections. | Academic Chairs/Deans | Colleague - Assign faculty to appropriate course sections, per established protocols. | Faculty assigned to teach course sections. |
| 2) Review assigned classes and rooms. | Faculty/Instructors | Colleague; Excel spreadsheet - Review assigned courses and associated rooms. | Assigned sections and rooms reviewed. |

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| 3) Request room change. | Faculty/ Instructors | Email; Walk-in; Course Schedule; Change form - Submit request for change to assigned classroom to Senior Scheduler. - Change requests may be submitted by email, in person, returned printed schedule, or the change request form. NOTE: The on-line form is not functioning. | Room change requested. |
| 4) Identify need for student or faculty accommodations. | Office of Specialized Services | Excel spreadsheet; accommodations requests - Identify needed accommodations as requested by students or faculty. | Student or faculty accommodations identified. |
| 5) Submit request for room change. | Office of Specialized Services | Email - Submit request for change to assigned classroom to Senior Scheduler. | Room change requested. |
| 6) Receive room change request. | Dean, Meadowlands Campus/Ciarco Scheduler | Email; Walk-in - Receive request to change assigned room from faculty, either through email or walk-in to office. Update the Excel Scheduling Grid with new room assignment. | Scheduling grid updated with new room assignment. |
| 7) If change is for Meadowlands classroom, update Excel spreadsheet scheduling grid of assigned room. | Dean, Meadowlands Campus/Ciarco Scheduler | Excel Scheduling Grid - Update the Excel Scheduling Grid with new room assignment. | Scheduling grid updated with new room assignment. |
| 8) Notify requester of complete room assignment change. | Dean, Meadowlands Campus/Ciarco Scheduler | Email - Email requester of completed room change and confirm new room assigned. | Requester notified of room change. |
| 9) Notify Senior Scheduler of assigned room. | Dean, Meadowlands Campus/Ciarco Scheduler | Email - Email Senior Scheduler of completed room change and confirm new room assigned. | Senior Scheduler notified of room change. |

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| 10) Is change for remote campus classroom? | Senior Scheduling and Facilities Planner | Email - Determine if the requested change is related to a Meadowlands Campus classroom. | |
| 11) If the change request is for a remote campus classroom, forward change request to remote campus for space assignment. | Senior Scheduling and Facilities Planner | Email - Forward the change request to the appropriate campus to review and assign appropriate space, if available. | Change request forwarded to remote campus. |
| 12) If the change request is not for a remote campus classroom, review change requests for available space. | Senior Scheduling and Facilities Planner | Email - Review classroom change request to determine space needed. | Change request reviewed. |
| 13) Is space available? | Senior Scheduling and Facilities Planner | Email; Colleague; AstraScheduler - Determine if needed space is available. | |
| 14) If space is not available, hold request pending review of other requests received. | Senior Scheduling and Facilities Planner | Colleague; AstraScheduler - If space is not available for current request, place request on hold pending review of other requests received. - It is possible that another request may release needed space for a different change request. | Request placed on hold pending completion of other requests. |
| 15) If space is available, send email of approved change and new room assigned. | Senior Scheduling and Facilities Planner | Email - Notify requester by email of approved change and confirm new room assigned. - Notification is sent to: o Instructor/Faculty o Academic Chairs o Department Secretary o Scheduling and Facilities Planner o Evening Office, as needed o Ender Hall, as needed o Office of Specialized Services, as needed | Requester notified of room change. |

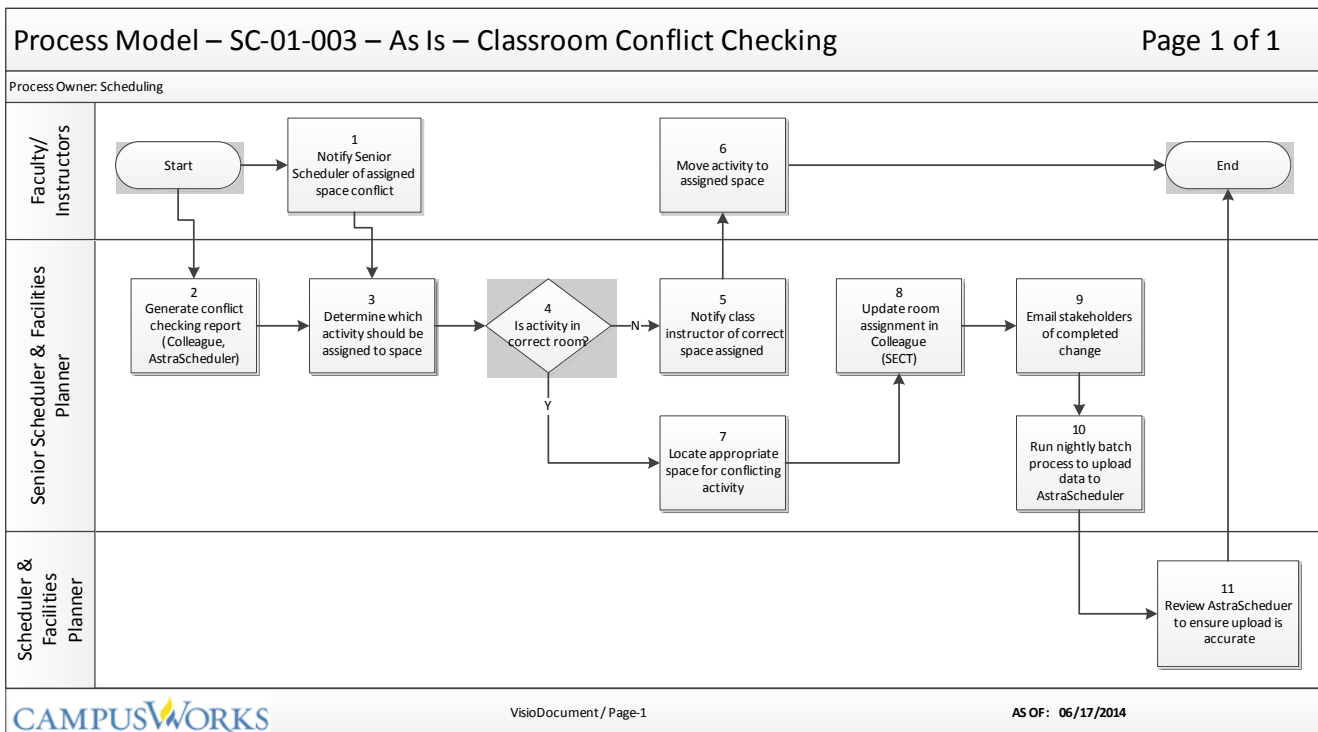
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| 16) Make change in Colleague, using SECT. | Senior Scheduling and Facilities Planner | Colleague - Update Colleague with new room assignment, using SECT. | Colleague updated with room change. |
| 17) Run nightly batch process to upload data to AstraScheduler. | Senior Scheduling and Facilities Planner | Colleague; AstraScheduler - Execute the batch process nightly to upload data to AstraScheduler. | AstraScheduler updated with room changes. |
| 18) Review AstraScheduler to ensure upload is accurate. | Scheduling and Facilities Planner | AstraScheduler - Review AstraScheduler results to ensure data upload was accurate. | AstraScheduler data confirmed as accurate. |

Next Step:

- 1) SC-01-003 – Classroom Conflict Checking, or
- 2) SC-01-004 – Media Technology Requests, or
- 3) SC-01-005 – Course Section Cancellation

Process: Classroom Conflict Checking (SC-01-003)

The following process flow depicts the steps that occur for *Academic Scheduling: Classroom Conflict Checking (SC-01-003)*. This process encompasses tasks necessary to review and resolve room assignment conflicts.



Description: Classroom Conflict Checking (SC-01-003)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Classroom Conflict Checking (SC-01-003)* at Bergen Community College.

Previous Step:

- 1) SC-01-001 – Scheduling Course Offerings, or
- 2) SC-01-002 – Classroom Change Requests

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|--|--|--|--|
| 1) Notify Senior Scheduler of assigned space conflict. | Faculty/ Instructors | Email; phone - Notify the Senior Scheduler of a conflict with assigned space. | Senior Scheduler notified of conflict. |
| 2) Generate conflict checking report in Colleague and AstraScheduler. | Senior Scheduling and Facilities Planner | Colleague; AstraScheduler - Generate the conflict checking report to identify existing conflicts for correction. | Conflict checking report identifies room conflicts. |
| 3) Determine which activity should be assigned to the space. | Senior Scheduling and Facilities Planner | Conflict notification; Conflict Checking report - Determine the correct activity for the assigned space. | Correctly assigned activity identified. |
| 4) Is activity in the correct room? | Senior Scheduling and Facilities Planner | Conflict notification; Conflict Checking report - Determine if the activity is being held in the correct room. | |
| 5) If activity is meeting in the incorrect space, notify class instructor of correct space assigned. | Senior Scheduling and Facilities Planner | Email; phone - If the current activity is being held in the incorrect room, notify the class instructor of the correct space assigned to the activity. | Instructor/faculty notified of correct space for activity. |
| 6) Move activity to the assigned space. | Faculty/ Instructors | Email; phone - Upon notification of correct space assigned, move activity to the assigned space. | Activity moved to assigned space. |
| 7) If conflicting activities exist, locate an appropriate space for the conflicting activity. | Senior Scheduling and Facilities Planner | Conflict notification; Conflict Checking report - If activities were both scheduled into same space, locate an appropriate space for one of the conflicting activities. | Appropriate space located for activity. |

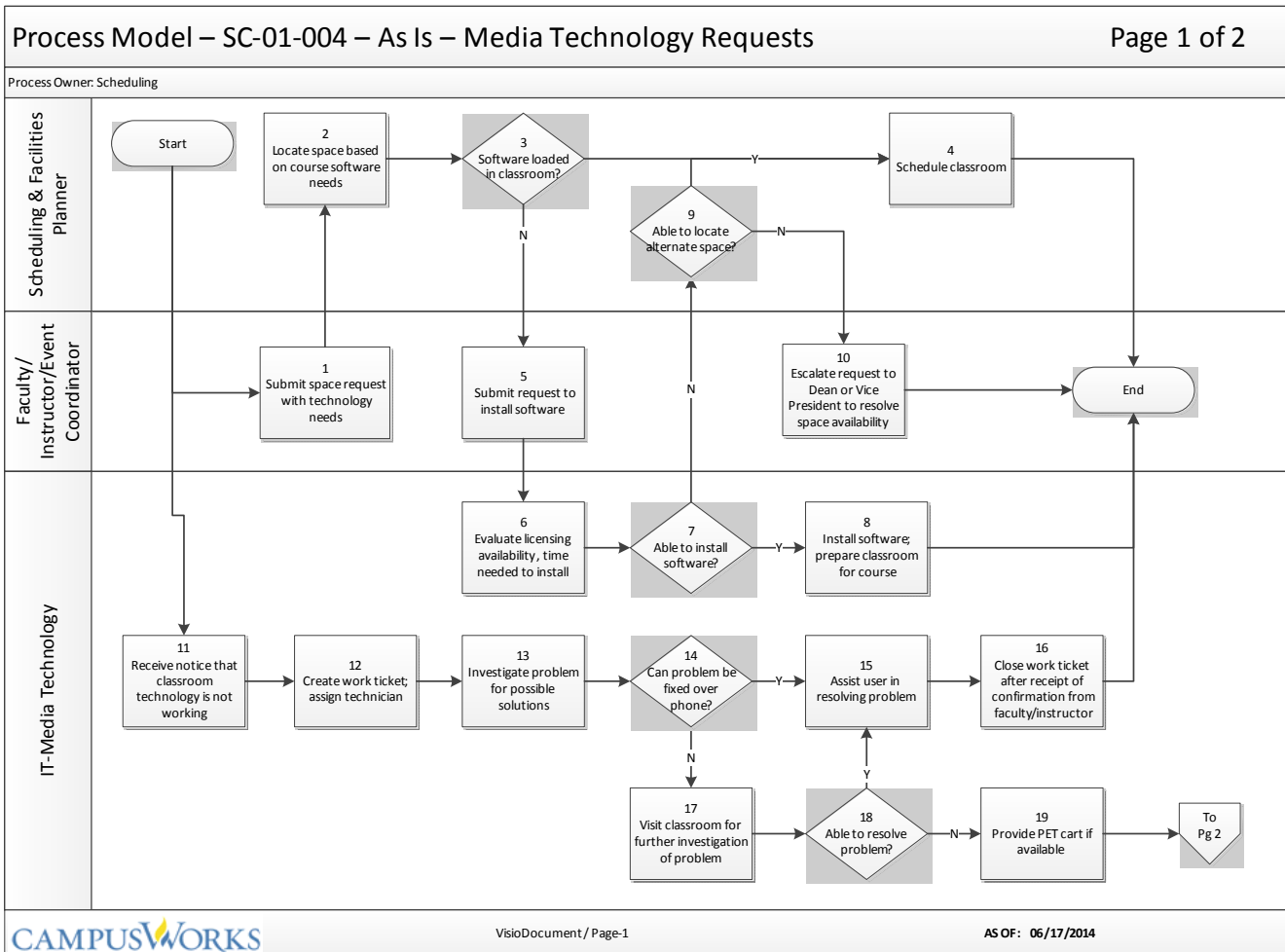
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| 8) Update the room assignment in Colleague, using SECT. | Senior Scheduling and Facilities Planner | Colleague - Update Colleague with new room assignment, using SECT. | Colleague updated with room change. |
| 9) Email stakeholders of completed change. | Senior Scheduling and Facilities Planner | Email - Notify faculty/instructors of room assignment change. - Notification is also sent to: <ul style="list-style-type: none"> o Instructor/Faculty o Academic Chairs o Department Secretary o Scheduling and Facilities Planner o Evening Office, as needed o Ender Hall, as needed o Office of Specialized Services, as needed | Requester notified of room change. |
| 10) Run nightly batch process to upload data to AstraScheduler. | Senior Scheduling and Facilities Planner | Colleague; AstraScheduler - Execute the batch process nightly to upload data to AstraScheduler. | AstraScheduler updated with room changes. |
| 11) Review AstraScheduler to ensure upload is accurate. | Scheduling and Facilities Planner | AstraScheduler - Review AstraScheduler results to ensure data upload was accurate. | AstraScheduler data confirmed as accurate. |

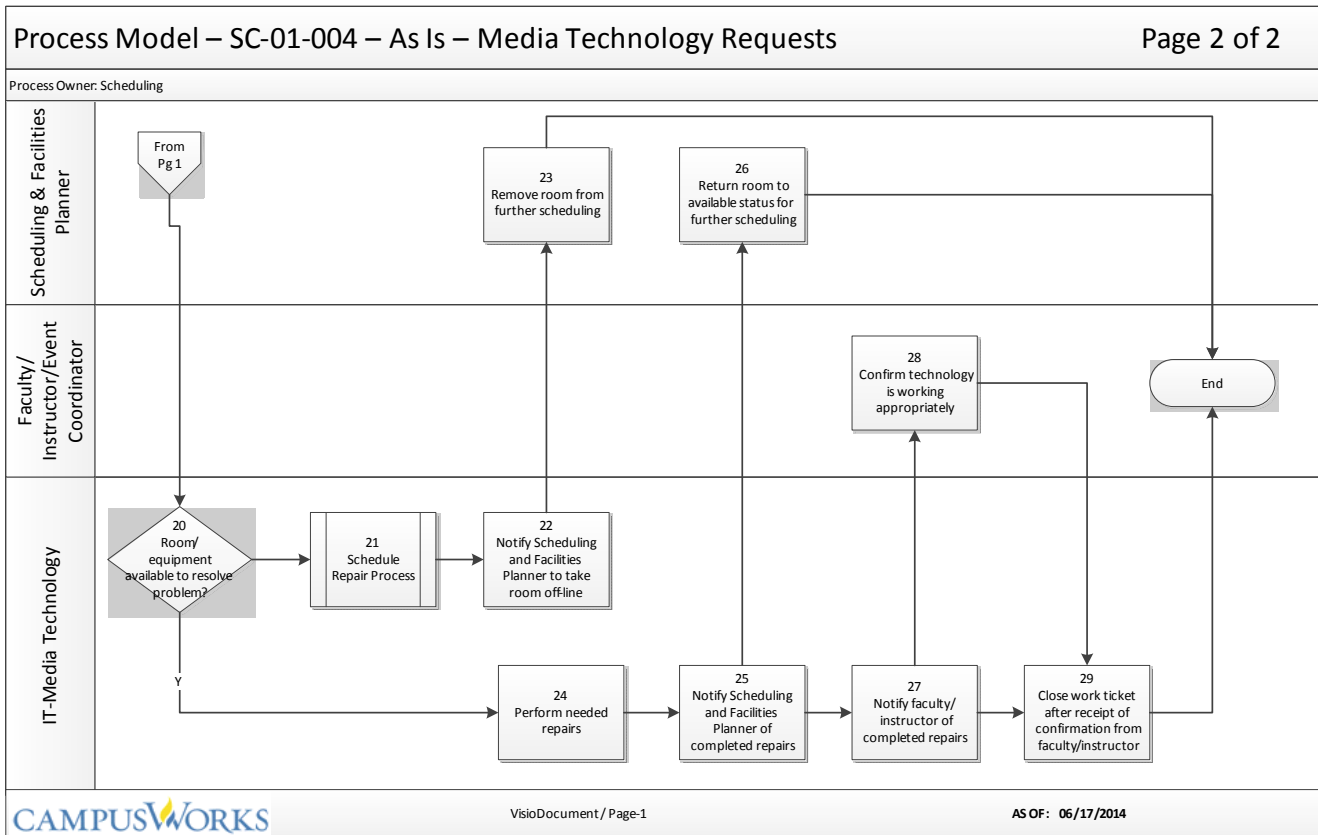
Next Step:

- 1) SC-01-002 – Classroom Change Requests, or
- 2) SC-01-004 – Media Technology Requests, or
- 3) SC-01-005 – Course Section Cancellation

Process: Media Technology Requests (SC-01-004)

The following process flow depicts the steps that occur for *Academic Scheduling: Media Technology Requests (SC-01-004)*. This process encompasses tasks necessary to ensure classroom technology is available and functioning as needed for the scheduled class.





Description: Media Technology Requests (SC-01-004)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Media Technology Requests (SC-01-004)* at Bergen Community College.

Previous Step:

- 1) SC-01-001 – Scheduling Course Offerings, or
- 2) SC-01-002 – Classroom Change Requests, or
- 3) SC-01-003 – Classroom Conflict Checking, or
- 4) Beginning of Process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|--|---|--------------------------------------|
| 1) Submit space request with technology needs. | Faculty/ Instructor/Event Coordinator | Email; - Request room with specific technology or software needed for the course. | Room technology request submitted. |
| 2) Locate space based on course software needs. | Scheduling and Facilities Planner | AstraScheduler - Identify space and technology needs from request. - Locate space for class as appropriate per request. | Appropriate classroom space located. |

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| 3) Software loaded in classroom? | Scheduling and Facilities Planner | Email; Phone - Determine if the needed software is loaded in the classroom. | |
| 4) If the needed software is available in the classroom, schedule classroom. | Scheduling and Facilities Planner | AstraScheduler - If the needed software is available in the classroom, schedule the classroom for the course. | Room scheduled as needed. |
| 5) If the needed software is not available in the classroom, submit request to install software. | Faculty/ Instructor/Event Coordinator | Email - If the needed software is not available in the classroom, submit a request to have the software installed prior to class start. | Request for software installation submitted. |
| 6) Evaluate licensing availability, time needed to install. | IT-Media Technology | Email - Upon receipt of software installation request, evaluate available software licenses and installation requirements to determine if software can be installed. | Software installation request reviewed. |
| 7) Able to install software? | IT-Media Technology | Email; software requirements - Determine if software is able to be installed. | |
| 8) If software is able to be installed, install software; prepare classroom for course. | IT-Media Technology | Software; classroom availability - If software is able to be installed, install the software and prepare the room for the course. | Software installed as needed. |
| 9) If software is unable to be installed, can alternate space be located? | Scheduling and Facilities Planner | Classroom availability - Determine if alternate space is available to assign to the class. - If alternate space is available, return to Step 4 and scheduled classroom. | |
| 10) If alternate space is not available, escalate request to Dean or Vice President to resolve space availability. | Faculty/ Instructor/Event Coordinator | Email; Software; Classroom availability - If software is unable to be installed, escalate the space request to the Dean or Vice | Space request escalated to higher level for resolution. |

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| | | President to resolve space availability. | |
| 11) Receive notice that classroom technology is not working. | IT-Media Technology | Email; Phone - Receive notice from user that classroom technology is not working as needed. | Notice of technology problem received. |
| 12) Create work ticket; assign technician. | IT-Media Technology | Email; Phone; Work Order system - Create work order ticket for reported problem. - Assign a technician to investigate the reported problem. | Technician assigned to work ticket. |
| 13) Investigate cause of problem to determine possible solution. | IT-Media Technology | Phone; Email - Investigate reported problem to develop possible solutions. | Problem researched. |
| 14) Can problem be fixed over the phone? | IT-Media Technology | Phone - Contact user to determine if the problem can be resolved over the phone. | |
| 15) If the problem can be fixed over the phone, assist user in resolving the problem. | IT-Media Technology | Phone - If the problem can be fixed over the phone, assist the user with resolving the problem. | User assisted in resolving problem. |
| 16) Close work ticket after receipt of confirmation from faculty/instructor. | IT-Media Technology | Classroom visit - Close work order ticket after confirming resolution of technology problem with user. | Work ticket closed. |
| 17) If the problem cannot be fixed over the phone, visit the classroom for further investigation of the problem. | IT-Media Technology | Phone - If the problem cannot be resolved over the phone, visit the classroom to review the problem further. | Classroom visited to research problem. |
| 18) Able to resolve the problem? | IT-Media Technology | Classroom visit - Determine if problem may be easily resolved. - If the problem can be resolved during the visit, | |

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| | | resolve problem, and close ticket. | |
| 19) If the problem cannot be solved immediately, provide a PET cart if available. | IT-Media Technology | Classroom visit - If the problem cannot be resolved, arrange for a technology cart (PET) for the classroom to continue with scheduled instruction, if needed. | PET cart provided, if available. |
| 20) Are the room and needed equipment available to resolve the problem? | IT-Media Technology | Room schedule - Determine if the room and needed equipment are available for needed repairs. | |
| 21) If the room and needed equipment are not available to resolve the problem, follow the established Schedule Repair Process. | IT-Media Technology | Room schedule; Work Order system - If the room and needed equipment are not available for repairs, determine when room or equipment will be available to resolve the problem. - Schedule necessary repairs to be completed. | Room scheduled for repairs. |
| 22) Notify Scheduling and Facilities Planner to take the room off-line. | IT-Media Technology | Email; phone - Contact the Scheduling and Facilities Planner to advise that the room needs to be taken off-line from further scheduling due to needed technology repairs. | Scheduling notified of room technology problem. |
| 23) Remove room from further scheduling. | Scheduling and Facilities Planner | Colleague; AstraScheduler - Update room status to unavailable due to needed technology repairs. | Room taken off-line from further scheduling. |
| 24) If the room and needed equipment are available to resolve the problem, perform needed repairs. | IT-Media Technology | Classroom schedule - If the classroom is available for the length of time needed to resolve problem, perform needed repairs. | Needed repairs performed. |
| 25) Notify Scheduling and Facilities Planner of completed repairs. | IT-Media Technology | Email; phone - Contact the Scheduling and Facilities Planner to advise that the repairs have been | Scheduling notified of completed repairs. |

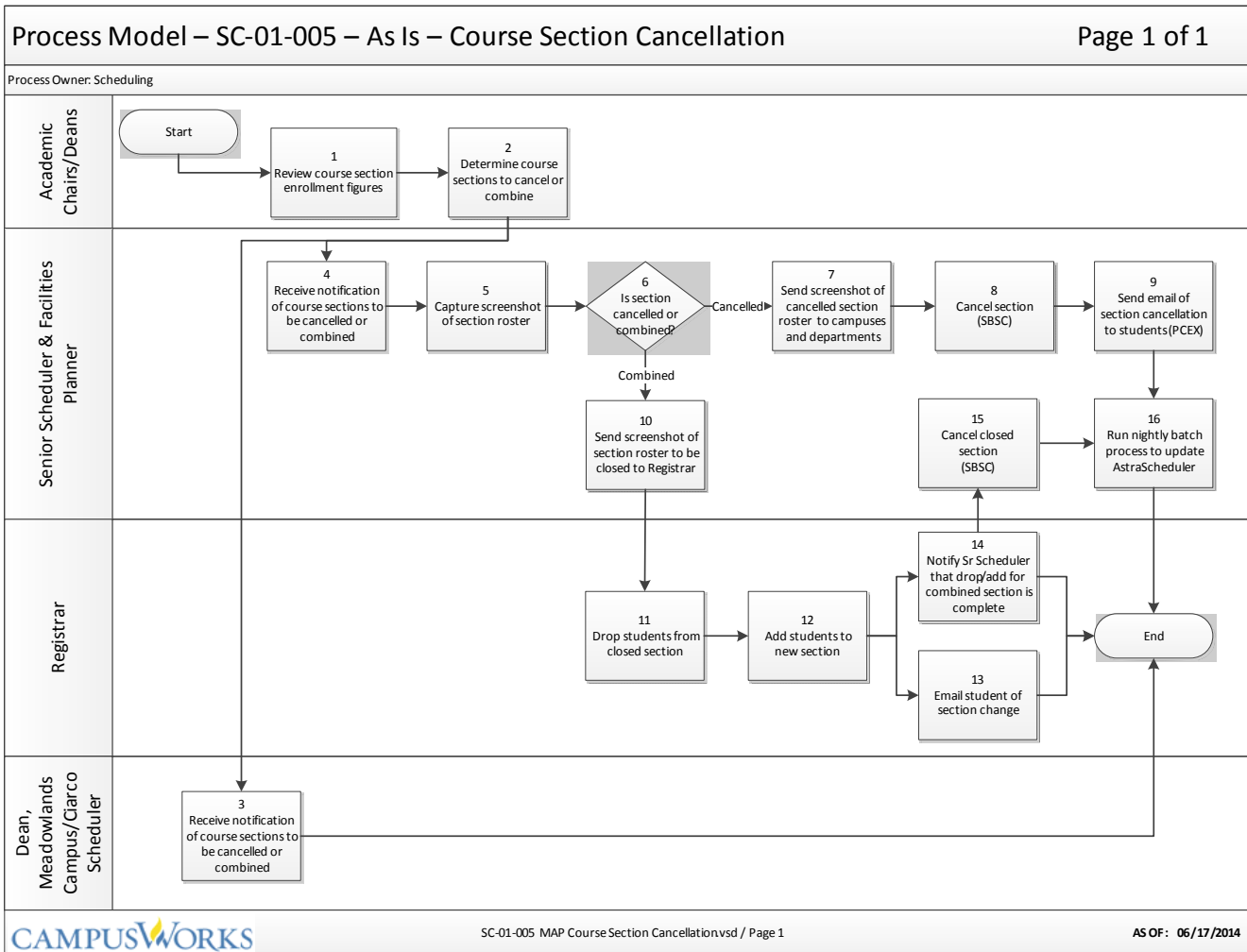
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| | | completed and the room is available for further scheduling. | |
| 26) Return room to available status for further scheduling. | Scheduling and Facilities Planner | Colleague; AstraScheduler - Update room status to available for further scheduling after receiving notification that needed repairs have been completed. | Room available for further scheduling. |
| 27) Notify faculty/ instructor of completed repairs. | IT-Media Technology | Email; phone - Contact the faculty/ instructor to advise that the repairs have been completed and the room is available for use. - Request confirmation that technology is working as expected. | Faculty/Instructor notified of completed repairs. |
| 28) Confirm technology is working appropriately. | Faculty/ Instructor/Event Coordinator | Email; Phone - Confirm to IT-Media Technology that the classroom technology is working as expected. | Technology confirmed as working properly. |
| 29) Close work ticket after receipt of confirmation from faculty/instructor. | IT-Media Technology | Email; Phone; Work Order system - Close the work order ticket after receipt of confirmation from user that technology repairs are acceptable. | Work ticket closed. |

Next Step:

- 1) SC-01-002 – Classroom Change Requests, or
- 2) SC-01-003 – Classroom Conflict Checking

Process: Course Section Cancellation (SC-01-005)

The following process flow depicts the steps that occur for *Academic Scheduling: Course Section Cancellation (SC-01-005)*. This process encompasses tasks necessary to cancel or combine under-enrolled sections and inform students of the change.



Description: Course Section Cancellation (SC-01-005)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Course Section Cancellation (SC-01-005)* at Bergen Community College.

Previous Step:

- 1) SC-01-001 – Scheduling Course Offerings, or
- 2) SC-01-002 – Classroom Change Requests, or
- 3) SC-01-003 – Classroom Conflict Checking, or
- 4) SC-01-004 – Media Technology Requests

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|--|------------------------|---|--------------------------------|
| 1) Review course section enrollment figures. | Academic Chairs/ Deans | Colleague - Review course section enrollment figures for adequate enrollment for offering. | Section enrollments evaluated. |

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| 2) Determine course sections to cancel or combine. | Academic Chairs/ Deans | Colleague; Email - Determine if enrollment is adequate to continue offering section. - If enrollment inadequate, determine if section should be cancelled or combined with another section. NOTE: To combine sections, course sections must meet at the same times and meeting dates. - Email Senior Scheduler with sections to be cancelled or combined. | Sections to be cancelled or combined identified. |
| 3) Receive notification of course sections to be cancelled or combined. | Dean, Meadowlands Campus/Ciarco Scheduler | Email - Receive list of course sections to be combined or cancelled due to low enrollment or due to lack of instructor. | Notification received of course sections to be combined or cancelled. |
| 4) Receive notification of course sections to be cancelled or combined. | Senior Scheduler and Facilities Planner | Email - Receive list of course sections to be combined or cancelled due to low enrollment or due to lack of instructor. | Notification received of course sections to be combined or cancelled. |
| 5) Capture screenshot of section roster. | Senior Scheduler and Facilities Planner | Colleague - Capture a screenshot of the section roster for the section to be ended. | Screenshots of cancelled sections captured. |
| 6) Is section cancelled or combined? | Senior Scheduler and Facilities Planner | Email - Determine if section is to be cancelled or combined with another section. | |
| 7) If section is cancelled, send screenshot of cancelled section roster to campuses and departments. | Senior Scheduler and Facilities Planner | Email; Roster screenshot - Send screenshot of cancelled section roster to departments, including: o Dean, Meadowlands Campus o Ciarco Scheduler o Instructor/Faculty o Academic Chairs o Department Secretary o Scheduling and Facilities Planner | Cancelled section roster screenshot sent to departments. |

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| | | <ul style="list-style-type: none"> o Evening Office, as needed o Ender Hall, as needed o Office of Specialized Services, as needed | |
| 8) Cancel section, using SBSC. | Senior Scheduler and Facilities Planner | <p>Colleague</p> <ul style="list-style-type: none"> - Cancel the section, using SBSC. - Section cancellation process updates the registration file, student bill, faculty load assignment and creates email to notify student of cancellation. | Section cancelled. |
| 9) Send email of section cancellation to students. | Senior Scheduler and Facilities Planner | <p>Colleague</p> <ul style="list-style-type: none"> - Send email of section cancellation to notify students, using PCEX. | Students notified of section cancellation. |
| 10) If section is to be combined, send screenshot of section roster to be closed to Registrar. | Senior Scheduler and Facilities Planner | <p>Email; Roster screenshot</p> <ul style="list-style-type: none"> - Send screenshot of section roster to be combined to the Registrar for registration action. | Roster screenshot of section to be combined sent to Registrar. |
| 11) Drop students from closed section. | Registrar | <p>Colleague; Roster screenshot</p> <ul style="list-style-type: none"> - Drop students from section to be cancelled, per roster screenshot. | Students dropped from section to be combined. |
| 12) Add students to new section. | Registrar | <p>Colleague; Roster screenshot</p> <ul style="list-style-type: none"> - Add students to section to be combined, per roster screenshot. | Students added to new combined section. |
| 13) Email student of section change. | Registrar | <p>Roster screenshot; Email</p> <ul style="list-style-type: none"> - Send email to students of change in section number. | Students notified of section change. |
| 14) Notify Senior Scheduler that drop/ add for combined section has been completed. | Registrar | <p>Email</p> <ul style="list-style-type: none"> - Notify Senior Scheduler that drop/add registrations have been completed for combined sections. | Senior Scheduler notified that drop/ add completed. |
| 15) Cancel closed section, using SBSC. | Senior Scheduler and Facilities Planner | <p>Colleague</p> <ul style="list-style-type: none"> - Cancel the closed section after all students have been | Closed section cancelled. |

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| | | moved to combined section, using SBSC. | |
| 16) After cancelling closed section or email students of cancelled section, run nightly batch process to upload data to AstraScheduler. | Senior Scheduler and Facilities Planner | Colleague; AstraScheduler - Execute the nightly batch process to extract the Colleague course schedule and upload the file to AstraScheduler. | Schedule uploaded to AstraScheduler. |

Next Step:

- 1) End of Process.

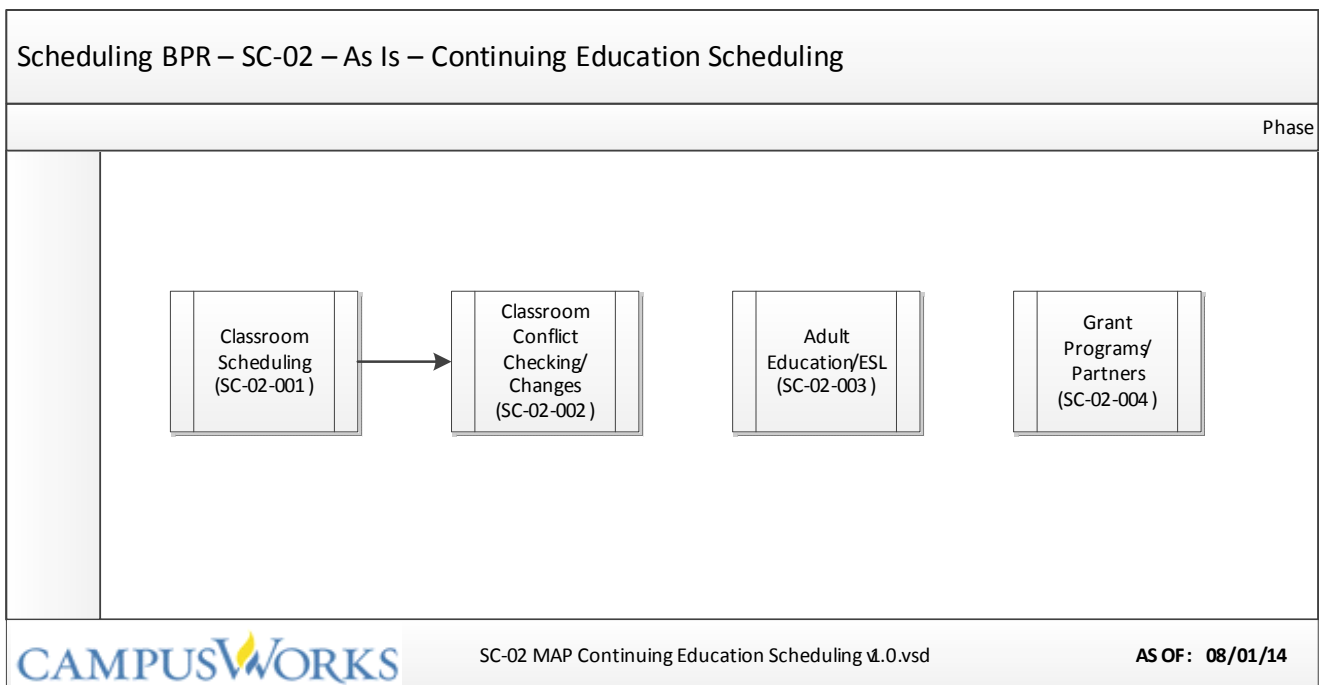
Process Recommendations – Academic Scheduling (SC-01)

- 1) Provide training to expand knowledge of academic scheduling beyond the Senior Scheduler. Academic scheduling is currently performed primarily by one individual, and presents a great risk to the College if the individual is unavailable to perform the processes.
- 2) Use existing room change request form (www.bergen.edu/scheduling) to request approval to ensure that space is used appropriately and to minimize repetitive rescheduling based on personal room preferences.
- 3) Explore options for conflict report to eliminate cross-listed courses that are inappropriately picked up as conflicting bookings.
- 4) Investigate options to obtain updates to equipment and software changes in classrooms and meeting spaces, to be input into Colleague and AstraScheduler, and used during the scheduling process when special requests are received.
- 5) Currently, the emails appear to come from the Senior Scheduler, sent from ‘scheduling@bcc’, who then receives follow-up questions or concerns from the students impacted by the cancellation. Alternatively, the actual cancellation of the section should be performed by the Registrar, and the cancellation email would be generated through the Registrar’s email account.
 - a. In addition to email notices of cancellation, study the feasibility of additional alternate methods of notification for cancelled sections such as a website showing current cancellations or via phone messages, including posting cancelled sections report onto website.
- 6) Examine current operations of AdAstra to determine the root cause of the cancelled section remaining as booked in AstraScheduler. Maintain up-to-date software to ensure most recent updates are installed.
- 7) Working collaboratively with the Academic leadership, develop appropriate protocols for overriding course capacity due to late registrations or combined course sections. Consideration should be given to the ability of the current classroom assigned to accommodate additional students. Capacity overrides have frequently required the section to be reassigned to a larger room and may cause a cascade of room changes.
- 8) Explore options for assigning full-time faculty to course sections prior to room assignment, in order to utilize the schedule optimization functionality in AdAstra. This functionality attempts to schedule course sections of assigned faculty into meeting spaces within close proximity to ease the faculty room changes.

Core Process: Continuing Education Scheduling (SC-02)

The Bergen Community College core process “Continuing Education Scheduling” comprises processes necessary to create the schedule for continuing education, adult education, English as a Second Language and grant-sponsored and partner courses for the upcoming term, including room assignments, room changes, room conflict checking, media technology and other service requests and section cancellations.

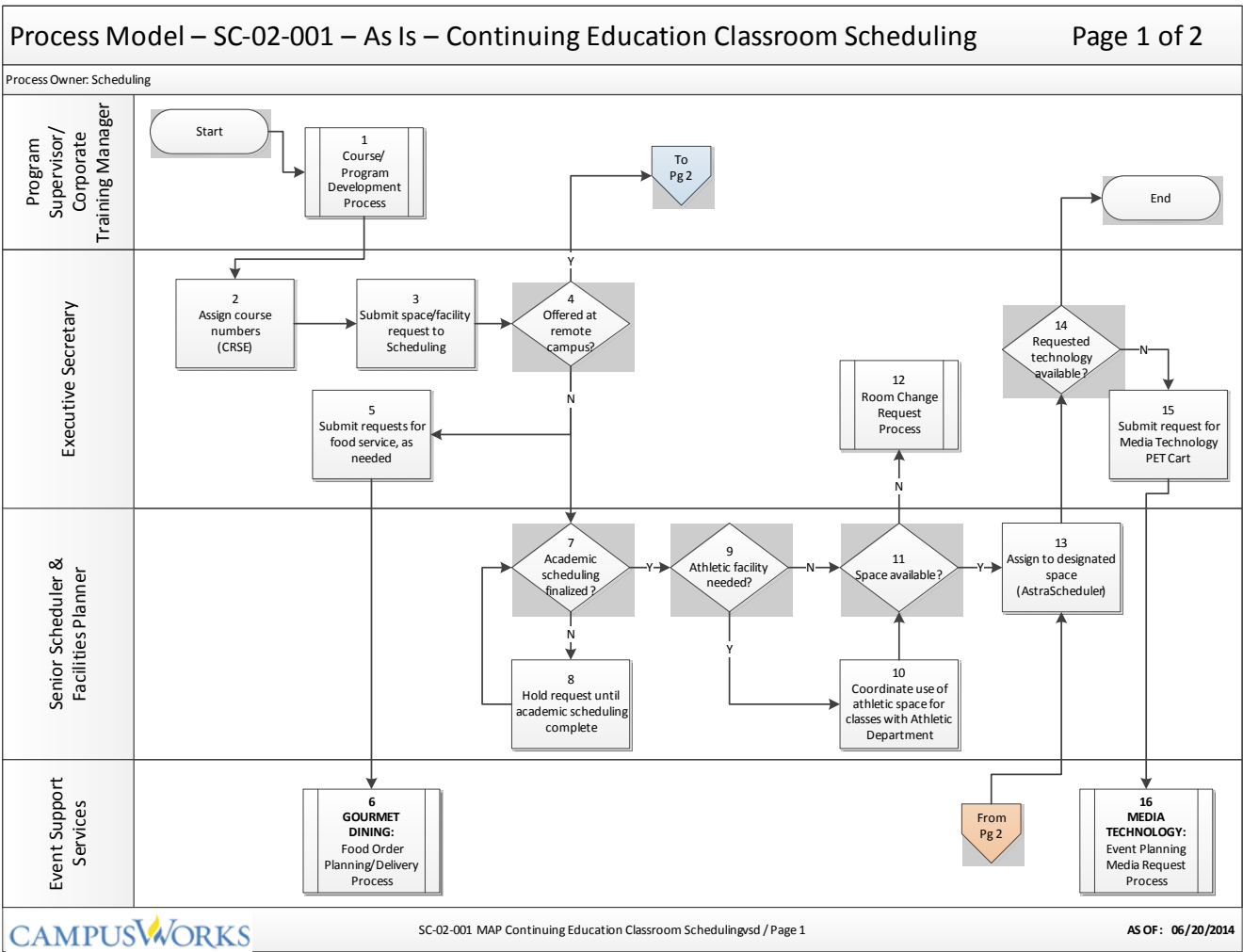
The Continuing Education Scheduling Process at Bergen Community College consists of four sub-processes, as shown below: Classroom Scheduling, Classroom Conflict Checking/Changes, Adult Education/ESL, Grant Programs/Partners.

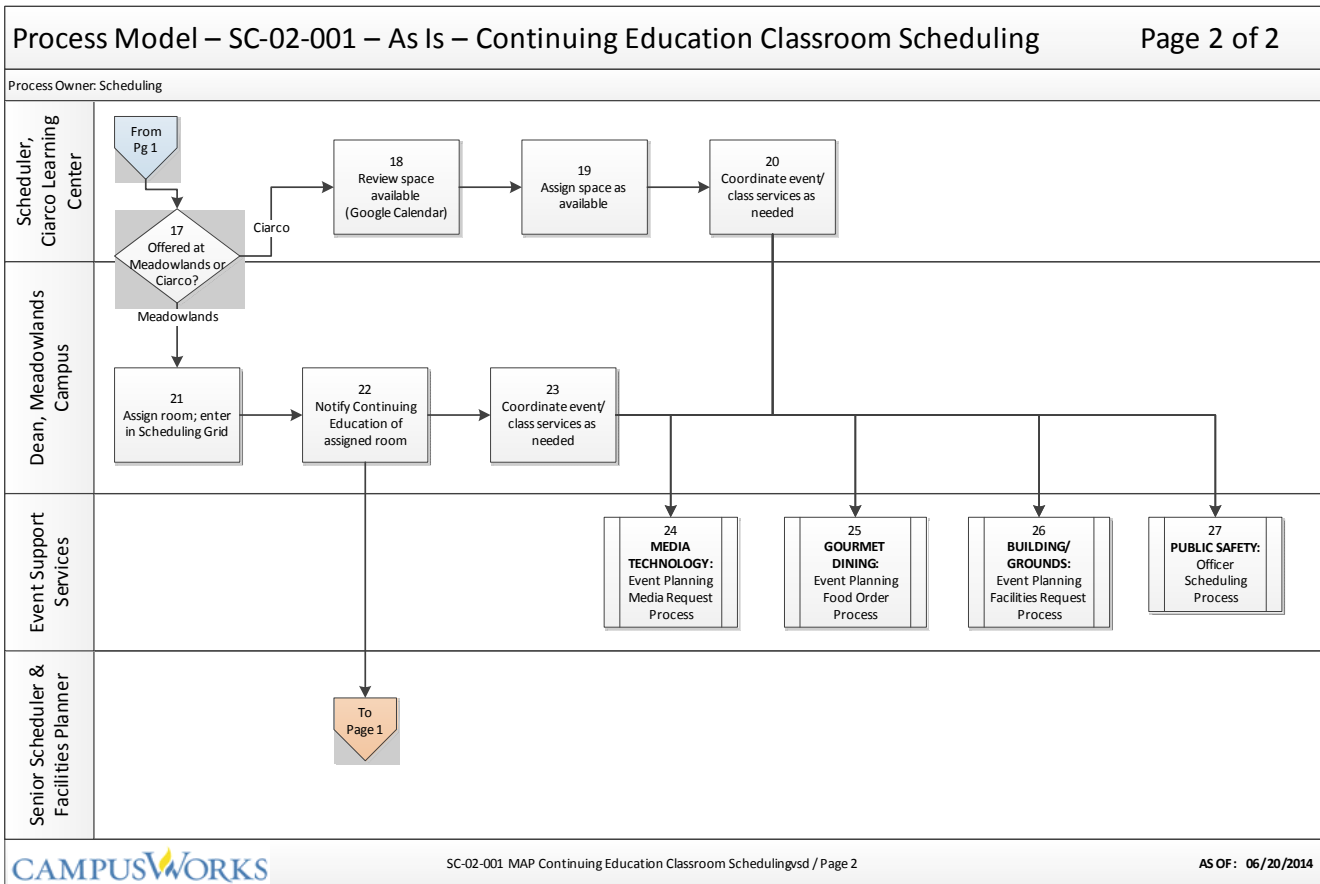


The following workflows and definitions describe the Continuing Education Scheduling processes of *Classroom Scheduling (SC-02-001)*, *Classroom Conflict Checking/Changes (SC-02-002)*, *Adult Education/ESL (SC-02-003)*, *Grant Programs/Partners (SC-02-004)*.

Process: Classroom Scheduling (SC-02-001)

The following process flow depicts the steps that occur for *Continuing Education Scheduling: Classroom Scheduling (SC-02-001)*. This process encompasses tasks necessary to arrange classroom or meeting space for Continuing Education course offerings held at the main campus, Meadowlands Campus or the Ciarco Learning Center.





Description: Classroom Scheduling (SC-02-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Classroom Scheduling (SC-02-001) at Bergen Community College.

Previous Step:

- 1) Beginning of Process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|--|---|--|------------------------------|
| 1) Follow department process for Course/Program Development. | Program Supervisor/ Corporate Training Manager | Market input; request for course - Follow established department procedures to develop proposals and obtain approvals for a new course or program. - If athletic facility needed for camp, coordinate use of facility with Manager of Athletic Department. | New course/program approved. |

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| 2) Assign course numbers, using CRSE. | Executive Secretary | Colleague; Course approval - Assign course numbers to approved courses, using CRSE. | Course numbers assigned. |
| 3) Submit space/facility request to Scheduling. | Executive Secretary | Email; Course approval - Submit request for classroom or meeting space for the approved course. | Space request sent to Scheduling. |
| 4) Is the course to be offered at the main campus? | Executive Secretary | Course approval - Determine if the course is offered at the main campus. - If the course is not offered at the main campus, proceed to Step 17. | |
| 5) If course is to be offered at the main campus, submit requests for food service as needed. | Executive Secretary | Course approval - Submit requests for food service as needed for each approved course. | Food service request submitted. |
| 6) Follow department process for Event Planning Food Orders. | Gourmet Dining | Gourmet Dining Systems - Follow established department procedures to arrange requested food services for the class. - Tasks include: o Confirming requested food/refreshments. o Scheduling food preparation. o Preparing and delivering food and refreshments to event location. o Performing post-event tear down of refreshment service. | Cafeteria food services performed. |
| 7) If the course is offered at the main campus, is the academic schedule finalized? | Senior Scheduler | Course schedule request - Determine if academic scheduling has been finalized. | |
| 8) If it is not time to begin scheduling continuing education courses, hold the request until academic scheduling is complete. | Senior Scheduler | Course schedule request - Hold the course request until academic scheduling is finalized. | Request held until academic scheduling is finalized. |

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| 9) If continuing education scheduling can proceed, is an athletic facility needed? | Senior Scheduler | Course schedule request - Determine if an athletic facility is needed for the course. | |
| 10) If athletic space is needed for class, coordinate use of athletic space for continuing education class with Director, Athletic Department. | Senior Scheduler | Course schedule request - If athletic space is needed for class, coordinate use of athletic space with the Director of the Athletic Department. | Use of athletic space coordinated with Director of Athletic Department. |
| 11) Is needed space available? | Senior Scheduler | Athletic Department - Determine if needed space is available. | |
| 12) If the needed space is not available, follow process for a Room Change Request. | Executive Secretary | Athletic Department - If needed space is not available, follow the established process for a Room Change Request. | |
| 13) If the needed space is available, assign class to designated space, using Outlook. | Senior Scheduler | Outlook Calendar; Athletic Department - If needed space is available, assign the class to the designated space, using Astra Scheduler. | Class space assigned in Outlook Calendar. |
| 14) Is requested technology available? | Executive Secretary | Course schedule request - Determine if assigned meeting space has the requested technology available. - If the required technology is available, the process is complete for classes at the main campus. | |
| 15) If requested technology is not available, submit request for a Media Technology PET cart. | Executive Secretary | Course schedule request - If the needed technology is not available in the assigned space, submit a request to Media Technology for a PET cart. | PET Cart requested from Media Technology. |

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| | | - Refer to Manager of Media Services to resolve any conflicts or issues. | |
| 16) Follow department process for Media Technology Requests. | Media Technology | On-line Request form; Assignment calendar - Follow established department procedures to arrange requested media technology for class. | Media Technology services performed. |
| 17) Is the class to be offered at the Ciarco Learning Center or the Meadowlands Campus? | Scheduler, Ciarco Learning Center; Dean, Meadowlands Campus | Course schedule request - Determine if the course is to be offered at the Ciarco Learning Center or at the Meadowlands Campus. | |
| 18) If the class is to be offered at the Ciarco Learning Center, review space availability in the Google Calendar. | Scheduler, Ciarco Learning Center | Course schedule request; Google Calendar - Review space availability for the Ciarco Learning Center in the shared Google Calendar. | Space availability at Ciarco Learning Center reviewed. |
| 19) Assign space as available. | Scheduler, Ciarco Learning Center | Course schedule request; Google Calendar - Assign meeting space as available; update Google Calendar. | Space at Ciarco Learning Center assigned. |
| 20) Coordinate event/class services as needed. | Scheduler, Ciarco Learning Center | Course schedule request - Submit requests for requested class services to service providers, as needed. | Event/class services requested as needed. |
| 21) If the class is to be offered at the Meadowlands Campus, assign the room and enter into the Scheduling Grid. | Dean, Meadowlands Campus | Course schedule request; Scheduling Grid - Assign meeting space as available; update the Scheduling Grid. | Meadowlands campus space assigned. |
| 22) Notify Continuing Education of assigned room. | Dean, Meadowlands Campus | Course schedule request; Scheduling Grid - Notify Continuing Education of the assigned room for addition to AstraScheduler. - The process is picked up at Step 13 by the Senior | Meadowlands campus space assigned. |

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| | | Scheduler and Facilities Planner. | |
| 23) If the class is to be offered at the Meadowlands Campus, assign the room and enter into the Scheduling Grid. | Dean, Meadowlands Campus | Course schedule request; Scheduling Grid - Assign meeting space as available; update the Scheduling Grid. | Meadowlands campus space assigned. |
| 24) Coordinate event/class services as needed. | Dean, Meadowlands Campus | Course schedule request - Submit requests for requested class services to service providers, as needed. | Event/class services requested as needed. |
| 25) Follow department process for Media Technology Requests. | Media Technology | On-line Request form; Assignment calendar - Follow established department procedures to arrange requested media technology for class. | Media Technology services performed. |
| 26) Follow department process for Event Planning Food Orders. | Gourmet Dining | Gourmet Dining Systems - Follow established department procedures to arrange requested food services for the class. - Tasks include: o Confirming requested food/refreshments. o Scheduling food preparation. o Preparing and delivering food and refreshments to event location. o Performing post-event tear down of refreshment service. | Dining Services food services performed. |
| 27) Follow department process for Event Planning Facilities Request. | Building/Grounds | Buildings/Grounds Systems - Follow established department procedures to prepare the requested facilities for the class. - Tasks include: o Confirming requested needs and set-up arrangements. | Building/Grounds services performed. |

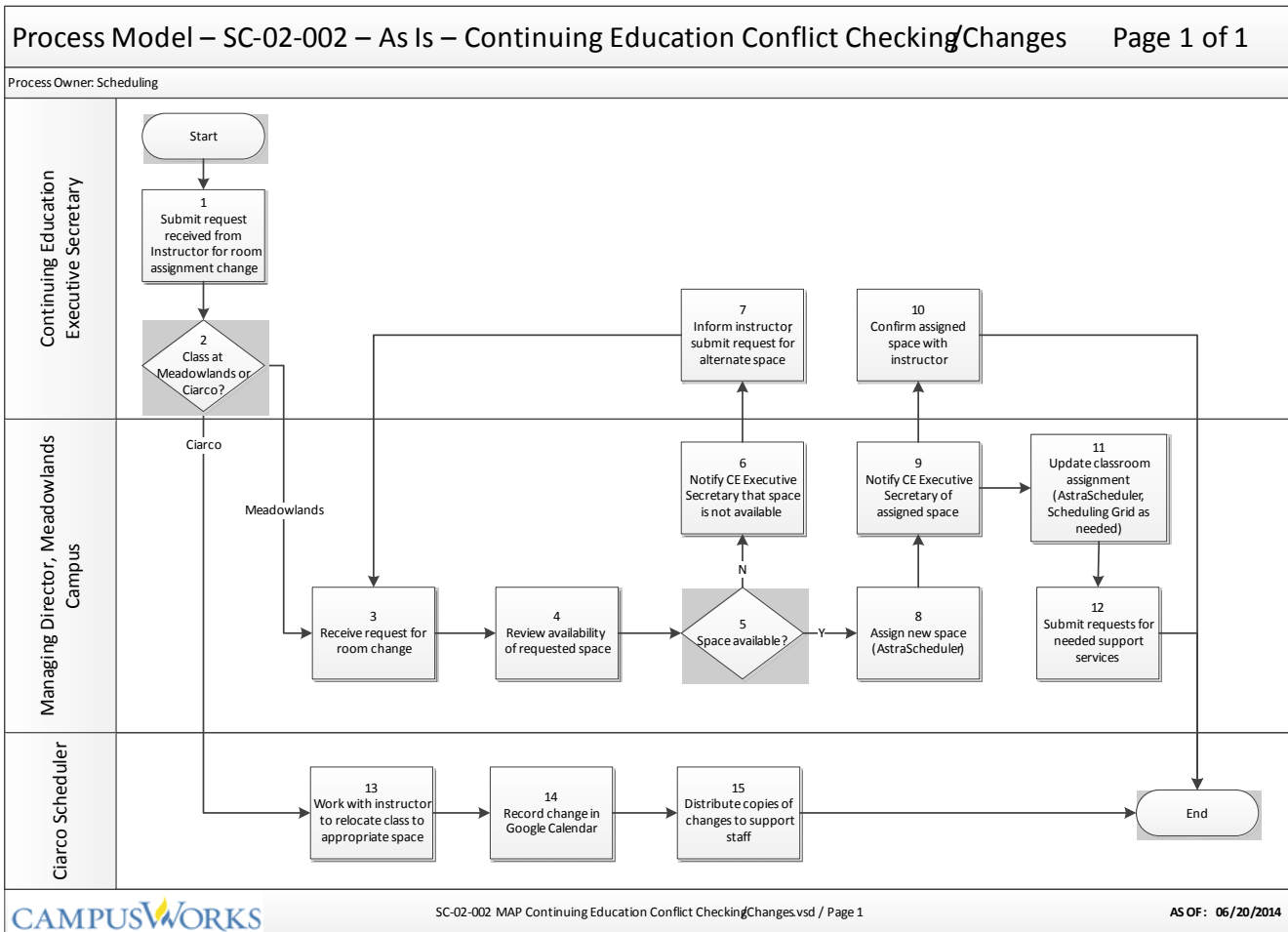
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| | | <ul style="list-style-type: none"> ○ Assigning work and scheduling employees to perform work. ○ Preparing space per confirmed set-up arrangements. ○ Performing post-event housekeeping. | |
| 28) Follow department process for Officer Scheduling. | Public Safety | Public Safety Systems - Follow established department procedures to schedule an Officer to oversee the class. - Include coordination of Mass Transit use of Ender Hall as needed. | Public Safety services performed. |

Next Step:

- 1) SC-02-002 – Classroom Conflict Checking/Changes

Process: Classroom Conflict Checking/Changes (SC-02-002)

The following process flow depicts the steps that occur for *Continuing Education Scheduling: Classroom Conflict Checking/Changes (SC-02-002)*. This process encompasses tasks necessary to change assigned classroom or meeting space of continuing education classes because of conflicts or requested changes.



Description: Classroom Conflict Checking/Changes (SC-02-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Classroom Conflict Checking/Changes (SC-02-002) at Bergen Community College.

Previous Step:

- 1) SC-02-001 – Continuing Education Classroom Scheduling

| Process Step Description | Role Responsible | Tools/Inputs | Output |
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| 1) Submit request received from instructor for room assignment change. | Continuing Education Executive Secretary | Email; - Submit request to change assigned room received from instructor. | Room change request submitted. |
| 2) Is class offered at the Meadowlands Campus or Ciarco Learning Center. | Continuing Education Executive Secretary | Room change request - Determine if class is to be offered at the Meadowlands Campus or Ciarco Learning Center. | |

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| 3) If the class is offered at the Meadowlands Campus, receive a request for a room change. | Dean, Meadowlands Campus/ Executive Assistant | Room change request - Receive a request to change assigned room from Continuing Education Executive Secretary | Room change request received. |
| 4) Review availability of requested space. | Dean, Meadowlands Campus/ Executive Assistant | Room change request; Scheduling Grid - Review availability of class or meeting space. | Space availability reviewed. |
| 5) Is space available? | Dean, Meadowlands Campus/ Executive Assistant | Scheduling Grid - Determine if appropriate space is available for class. | |
| 6) If space is not available, notify Continuing Education Executive Secretary that space is not available. | Dean, Meadowlands Campus/ Executive Assistant | Scheduling Grid - Notify Continuing Education Executive Secretary that space is not available for class. | Notification sent that space is not available. |
| 7) Inform instructor; submit request for alternate space, if necessary. | Continuing Education Executive Secretary | Email - Notify instructor that class space is not available to change assignment. - Submit request for alternate space with different space requirements. | Alternate space requested, as appropriate. |
| 8) If space is available, assign new space, using AstraScheduler. | Dean, Meadowlands Campus/ Executive Assistant | Room Change Request; AstraScheduler; Email - Assign new space, as available, in AstraScheduler. | New space assigned. |
| 9) Notify Continuing Education Executive Secretary that space is confirmed. | Dean, Meadowlands Campus/ Executive Assistant | AstraScheduler; Room Change Request; Email - Notify the Executive Secretary of Continuing Education of confirmation of reassigned space. | Notification sent of assigned space. |
| 10) Confirm assigned space with instructor. | Continuing Education Executive Secretary | Email - Confirm room assignment change with instructor. | New space confirmed with instructor. |
| 11) Update classroom assignment in Scheduling Grid. | Dean, Meadowlands Campus/ Executive Assistant | AstraScheduler; Scheduling Grid; Room Change Request - Update AstraScheduler and Scheduling Grid (if event) to | Scheduling Grid updated with change. |

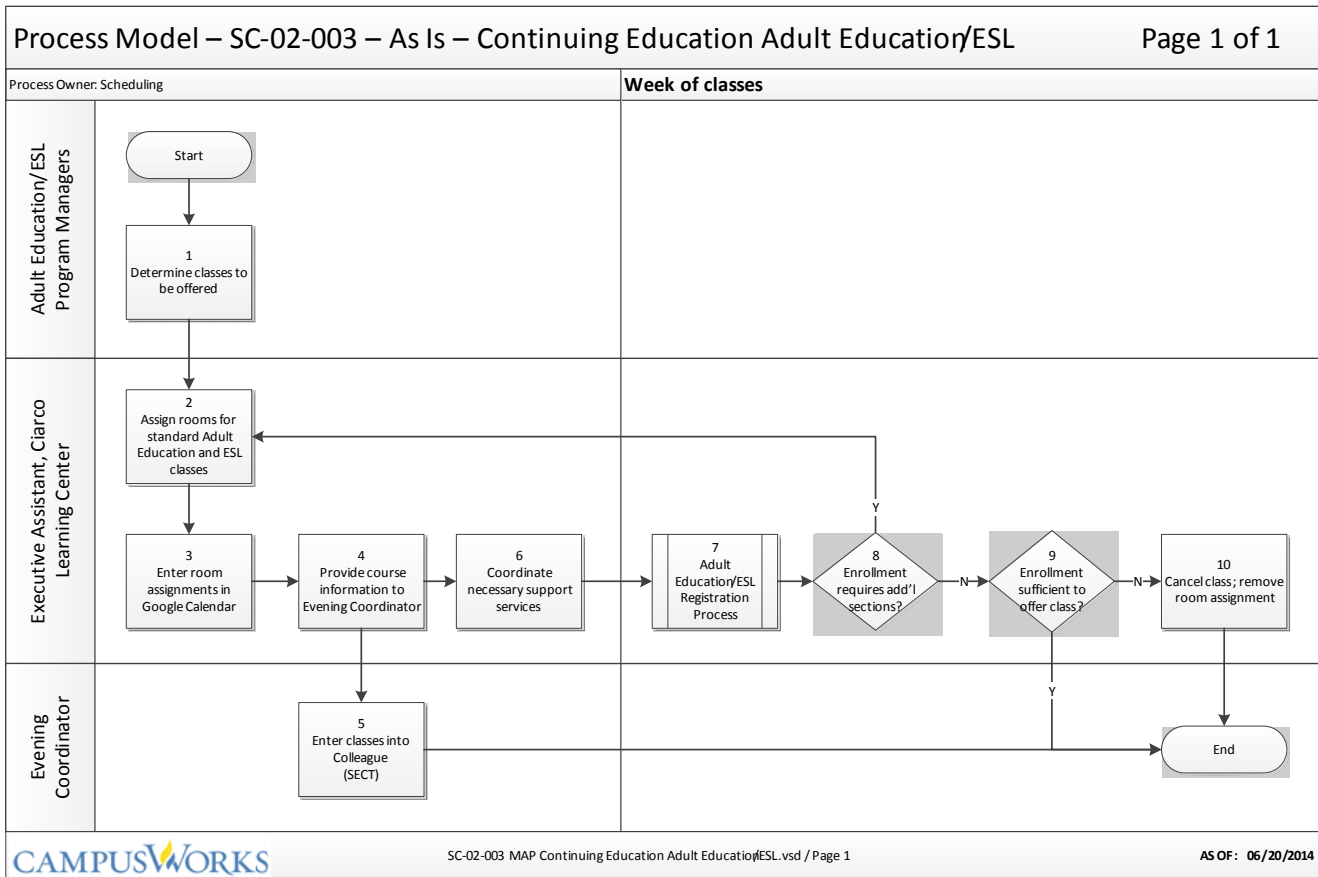
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| | | reflect new room assignment and remove previous room assignment. | |
| 12) Submit requests for needed support services. | Dean, Meadowlands Campus/ Executive Assistant | Room Request Change - Submit requests for any support services required, such as: o Public Safety o Gourmet Dining o Media Technology o Buildings & Grounds | Requests for services submitted. |
| 13) If the class is offered at the Ciarco Learning Center, work with instructor to relocate class to appropriate space. | Ciarco Scheduler | Room Change Request - Review room change request with instructor to determine appropriate space to relocate class. | Appropriate space located. |
| 14) Record change in Google Calendar. | Ciarco Scheduler | Room Change Request; Google Calendar - Update Google Calendar with new room assignment and remove previous room assignment. | Google Calendar updated with change. |
| 15) Distribute copies of changes to support staff. | Ciarco Scheduler | Google Calendar - Distribute copies of changes to support staff to inform all of changes. | Copies of changes distributed. |

Next Step:

- 1) End of process.

Process: Adult Education/ESL (SC-02-003)

The following process flow depicts the steps that occur for *Continuing Education Scheduling: Adult Education/ESL (SC-02-003)*. This process encompasses tasks necessary to assign classroom space for Adult Education and ESL classes offered at the Ciarco Learning Center.



Description: Adult Education/ESL (SC-02-003)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Adult Education/ESL (SC-02-003)* at Bergen Community College.

Previous Step:

- 1) Beginning of process.

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|-------------------------------------|--------------------------------------|---|--------------------------------------|
| 1) Determine classes to be offered. | Adult Education/ESL Program Managers | Program needs - Determine classes to be offered during next student intake. - Classes begin every seven weeks, except during Christmas break. - Standard classes are run at each intake. Classes for special areas of study are offered as needed. | Course offerings finalized for term. |

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| <p>2) Assign rooms for standard Adult Education and ESL classes.</p> | <p>Executive Assistant, Ciarco Learning Center</p> | <p>Class Offerings</p> <ul style="list-style-type: none"> - Assign rooms to each class, based on one section of each class. - Depending on enrollment, a second section may need to be added; space must be held pending outcome of enrollment. <ul style="list-style-type: none"> o Enrollment is not known until the start of class, generally within first three days, in each cycle. o Payment is required by first class session which starts on Thursdays; however, many attendees are not paid until Fridays. | <p>Rooms assigned for scheduled courses.</p> |
| <p>3) Enter room assignments in Google Calendar.</p> | <p>Executive Assistant, Ciarco Learning Center</p> | <p>Class Offering Schedule</p> <ul style="list-style-type: none"> - Enter room assignments in Google Calendar to reserve classroom space. | <p>Google Calendar updated with room assignments.</p> |
| <p>4) Provide course information to Evening Coordinator.</p> | <p>Executive Assistant, Ciarco Learning Center</p> | <p>Class Offering Schedule</p> <ul style="list-style-type: none"> - Provide class offering schedule and room assignments to the Evening Coordinator to update Colleague. | <p>Course offering information provided to Evening Coordinator.</p> |
| <p>5) Enter classes into Colleague, using SECT.</p> | <p>Evening Coordinator</p> | <p>Class Offering Schedule; Colleague</p> <ul style="list-style-type: none"> - Enter Adult Education/ESL course information into Colleague, including room assignments, using SECT. | <p>Course sections created in Colleague.</p> |
| <p>6) Coordinate necessary support services.</p> | <p>Executive Assistant, Ciarco Learning Center</p> | <p>Class Offering Schedule</p> <ul style="list-style-type: none"> - Submit requests for any support services required, such as: <ul style="list-style-type: none"> o Public Safety o Gourmet Dining o Media Technology o Buildings & Grounds | <p>Support services requested, as needed.</p> |

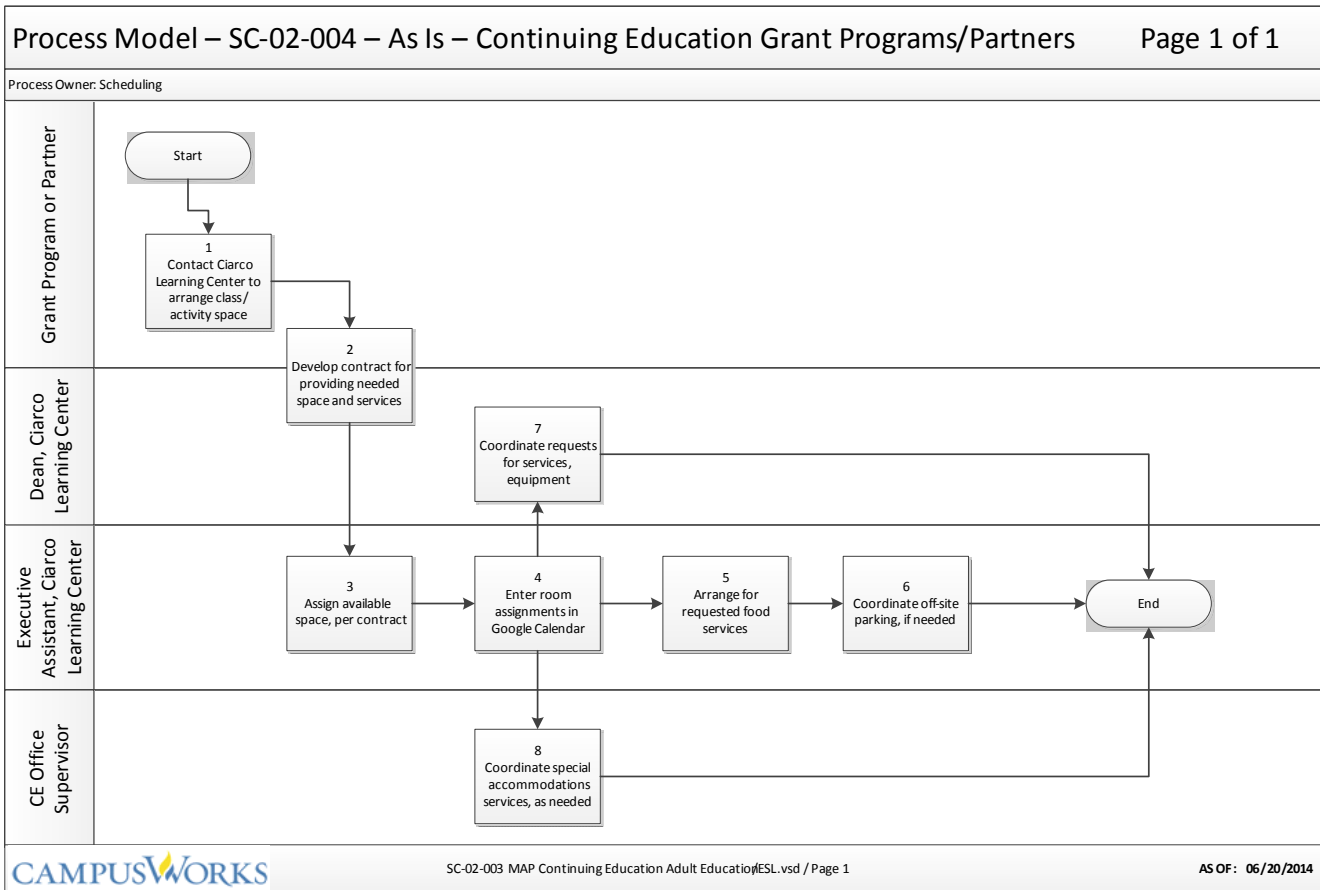
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| 7) Perform steps in the Adult Education/ESL Registration Process. | Executive Assistant, Ciarco Learning Center | Course registrations - Follow the established process for Adult Education/ESL Registration to register students. | Course registrations processed. |
| 8) Does enrollment require additional sections? | Executive Assistant, Ciarco Learning Center | Course registrations - Determine if enrollment is sufficient to require a second section of a class. - If enrollment exceeds limit for one section, return to Step 2 to open a second section of the class. | |
| 9) Is enrollment sufficient to offer the class? | Executive Assistant, Ciarco Learning Center | Course registrations - Determine if enrollment is sufficient to offer the class. - If class will be offered, process ends. | |
| 10) If the enrollment is not sufficient to offer the class, cancel the class and remove room assignment. | Executive Assistant, Ciarco Learning Center | Course registrations - Cancel the class. - Remove room assignment from Google Calendar. | Class cancelled; room assignment removed. |

Next Step:

- 1) SC-02-002 – Continuing Education Classroom Conflict Checking/Changes

Process: Grant Programs/Partners (SC-02-004)

The following process flow depicts the steps that occur for *Continuing Education Scheduling: Grant Programs/Partners (SC-02-004)*. This process encompasses tasks necessary to assign classroom and meeting space and to arrange needed services for grant programs and partners using space at the Ciarco Learning Center.



Description: Grant Programs/Partners (SC-02-004)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Grant Programs/Partners (SC-02-004)* at Bergen Community College.

Previous Step:

- 1) Beginning of process.

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|---|---|--------------------------------------|
| 1) Contact Ciarco Learning Center to arrange class or activity space. | Grant Program or Partner | Class/Activity Space Request - Contact the Dean at the Ciarco Learning Center to arrange for a class or activity to be held at the Center. | Class or activity space requested. |
| 2) Develop contract for providing needed space and services. | Grant Program or Partner and Dean, Ciarco Learning Center | Class/Activity Space Request - Develop a contract for use of the space at the Ciarco Learning Center. | Contract for use of space developed. |
| 3) Assign available space, per contract. | Executive Assistant, Ciarco Learning Center | Grant/Partner Contract | Space assigned, per contract. |

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| | | - Assign available space, as specified in the contract. | |
| 4) Enter room assignments into Google Calendar. | Executive Assistant, Ciarco Learning Center | Grant/Partner Contract; Google Calendar - Enter rooms assigned into Google Calendar to reserve rooms. | Google Calendar updated with room assignments. |
| 5) Arrange for requested food services. | Executive Assistant, Ciarco Learning Center | Grant/Partner Contract; - Submit request for needed food services, per contract. | Food services requested, per contract. |
| 6) Coordinate off-site parking, if needed. | Executive Assistant, Ciarco Learning Center | Grant/Partner Contract - Coordinate use of off-site parking space with property owner, if necessary. | Off-site parking coordinated as necessary. |
| 7) Coordinate requests for services or equipment. | Executive Assistant, Ciarco Learning Center | Grant/Partner Contract - Submit requests for any support services required, such as: o Public Safety o Media Technology o Buildings & Grounds | Needed services and equipment requested. |
| 8) Coordinate special accommodations services, as needed. | Continuing Education Office Supervisor | Grant/Partner Contract - Coordinate special accommodations with Office of Specialized Services, as necessary. | Special accommodations requested as needed. |

Next Step:

- 1) End of process

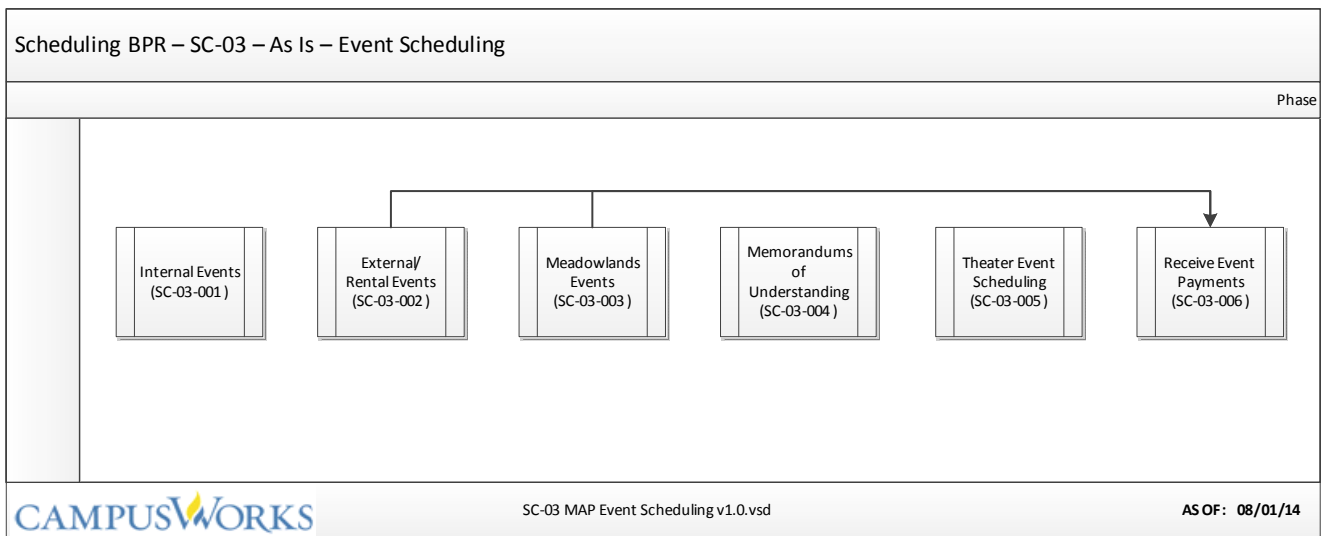
Process Recommendations – Continuing Education Scheduling (SC-02)

- 1) Explore opportunities to include Continuing Education courses with academic courses in initial pass of room assignments to maximize room usage and minimize the iterations of room assignments needed to finalize the schedule.
- 2) Consider implementing a formalized procedure to be followed in the event of cancelled Continuing Education or non-credit courses to include notification of all departments providing services to the classroom, particularly Public Safety who is responsible for clearing campus space in the event of emergencies as well as being frequently called upon to answer questions regarding campus activities.

Core Process: Event Scheduling (SC-03)

The Bergen Community College core process “Event Scheduling” comprises processes necessary to host events by college staff and community patrons at Bergen Community College. These activities include obtaining event details, providing information on required or available services such as Public Safety, dining, media technology, coordinating facility set-up and tear-down with Buildings and Grounds, confirming appropriate insurance coverage, invoicing and collecting payment for facility rental where needed.

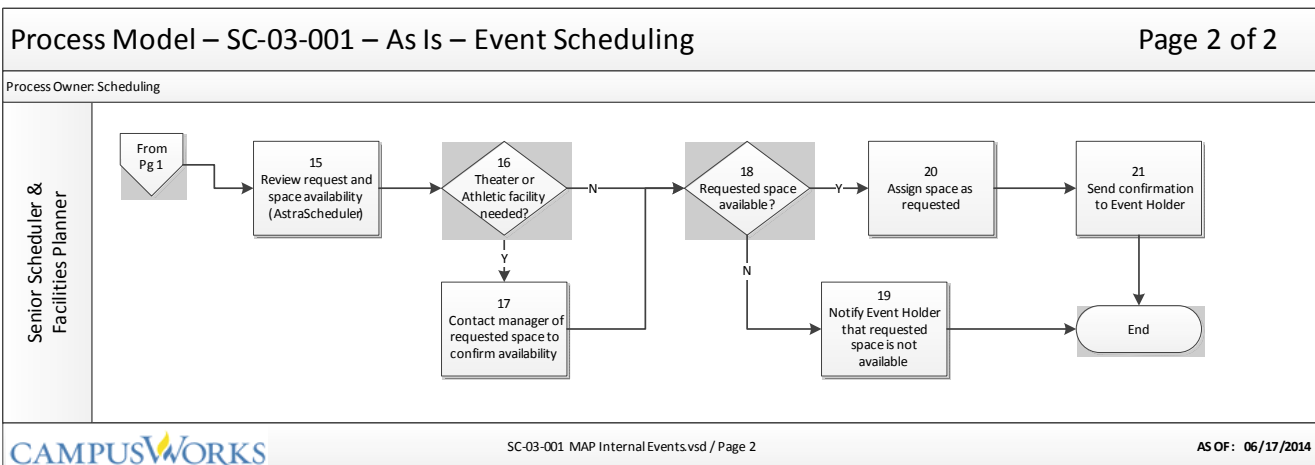
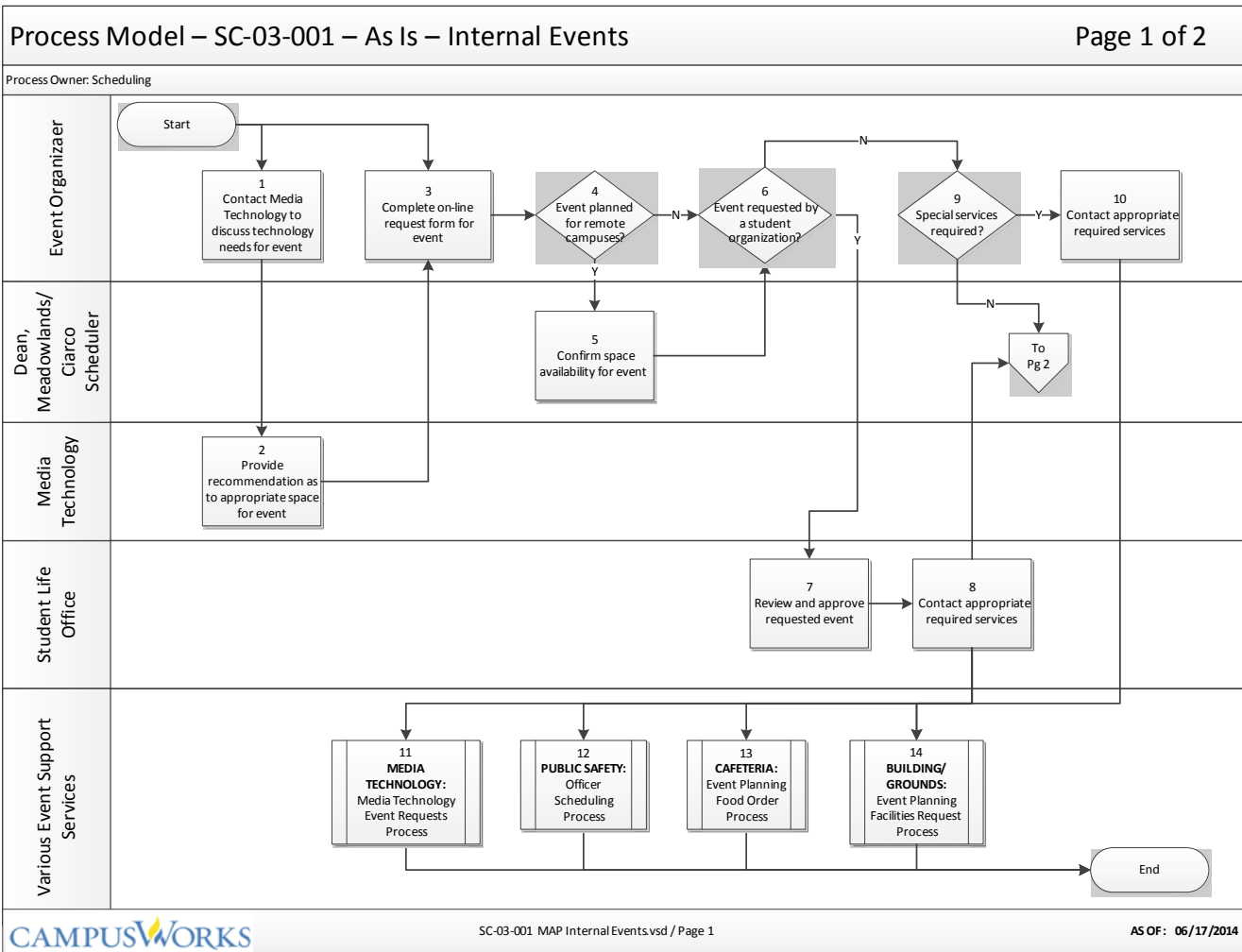
The Event Scheduling Process at Bergen Community College consists of six sub-processes, as shown below: Internal Events, External/Rental Events, Meadowlands Events, Memorandums of Understanding, Theater Event Scheduling, and Receive Event Payments.



The following workflows and definitions describe the Event Scheduling processes of *Internal Events (SC-03-001)*, *External/Rental Events (SC-03-002)*, *Meadowlands Events (SC-03-003)*, *Memorandums of Understanding (SC-03-004)*, *Theater Event Scheduling (SC-03-005)*, and *Receive Event Payments (SC-03-006)*.

Process: Internal Events (SC-03-001)

The following process flow depicts the steps that occur for *Event Scheduling: Internal Events (SC-03-001)*. This process encompasses tasks necessary to receive event requests (primarily related to student or college-related activities) and schedule appropriate facilities and services needed for the event.



Description: Internal Events (SC-03-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Internal Events (SC-03-001)* at Bergen Community College.

Previous Step:

- 1) Beginning of Process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|---|---|--|
| 1) Contact Media Technology to discuss technology needs for event. | Event Organizer | Phone; email - Contact Media Technology to discuss technology needs and available services for the event. | Media Technology contacted to discuss event needs. |
| 2) Provide recommendation as to appropriate space for event. | Media Technology | On-line Request form - Complete and submit the on-line request form to hold a campus event. | Space recommendation made to organizer. |
| 3) Complete on-line request form for event. | Event Organizer | On-line Event Request form - Complete and submit the on-line request form to hold a campus event. | Event request form submitted. |
| 4) Is event planned for a remote campus? | Event Organizer | Phone; email - Determine if event is to be held at a remote campus. | |
| 5) If the event is planned for a remote campus, confirm space availability for event. | Dean, Meadowlands Campus/Ciarco Scheduler | Phone; email - Confirm space availability for the event. - Refer to Scheduling at main campus for additional Determine if event is to be held at a remote campus. - Contact appropriate campus to arrange event. | |
| 6) Is event requested by a student organization? | Student Life Office | On-line Event Request form - Determine if the event has been requested by or on behalf of a student organization. | |
| 7) If the event is requested by a student organization, review and approve requested event. | Student Life Office | On-line Event Request form - Review the requested event and approve as appropriate. | Requested event approved. |
| 8) Contact appropriate required services. | Student Life Office | On-line Request form | Scheduling and required services |

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| | | <ul style="list-style-type: none"> - Contact the appropriate service providers for the necessary event services. - Contact the Scheduler and Facilities Planner to arrange appropriate space for the event. | contacted, as appropriate. |
| 9) If the event is not requested by a student organization, are special services required? | Event Organizer | <p>Event Planning</p> <ul style="list-style-type: none"> - Determine if any special services (media, food, public safety, room set-up, etc.) are needed. | |
| 10) If special services are required for the event, contact appropriate required services. | Event Organizer | <p>Phone; email</p> <ul style="list-style-type: none"> - Contact the appropriate services needed for the event to coordinate services. | Service providers contacted. |
| 11) Follow department process for Media Technology Event Requests. | Media Technology | <p>On-line Request form; Assignment calendar</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested media technology for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing technology per confirmed arrangements. o Performing post-event tear-down, if needed. | Media Technology services performed. |
| 12) Follow department process for Officer Scheduling. | Public Safety | <p>Public Safety Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to schedule an Officer to oversee the event. | Public Safety services performed. |
| 13) Follow department process for Event Planning Food Orders. | Gourmet Dining | <p>Cafeteria Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested food services for the event. - Tasks include: | Cafeteria food services performed. |

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| | | <ul style="list-style-type: none"> ○ Confirming requested food/refreshments. ○ Scheduling food preparation. ○ Preparing and delivering food and refreshments to event location. ○ Performing post-event tear down of refreshment service. | |
| 14) Follow department process for Event Planning Facilities Request. | Building/Grounds | Buildings/Grounds Systems - Follow established department procedures to prepare the requested facilities for the event. - Tasks include: <ul style="list-style-type: none"> ○ Confirming requested needs and set-up arrangements. ○ Assigning work and scheduling employees to perform work. ○ Preparing space per confirmed set-up arrangements. ○ Performing post-event housekeeping. | Building/Grounds services performed. |
| 15) Review request and space availability, using AstraScheduler. | Scheduler and Facilities Planner | On-line Event Request form - Review the request form to determine needed or requested space, and availability of space in AstraScheduler. | Space and availability reviewed. |
| 16) Is the Theater or Athletic facility needed? | Scheduler and Facilities Planner | On-line Event Request form - Determine if the requested space is the Theater or Athletic facility. | |
| 17) If the Theater or Athletic facility is needed, contact manager of requested space to confirm availability. | Scheduler and Facilities Planner | On-line Event Request form; email - Contact the Theater Manager or Athletic Director, as appropriate, to determine if the requested facility is available for the requested dates. | Theater or Athletic facility manager contacted. |

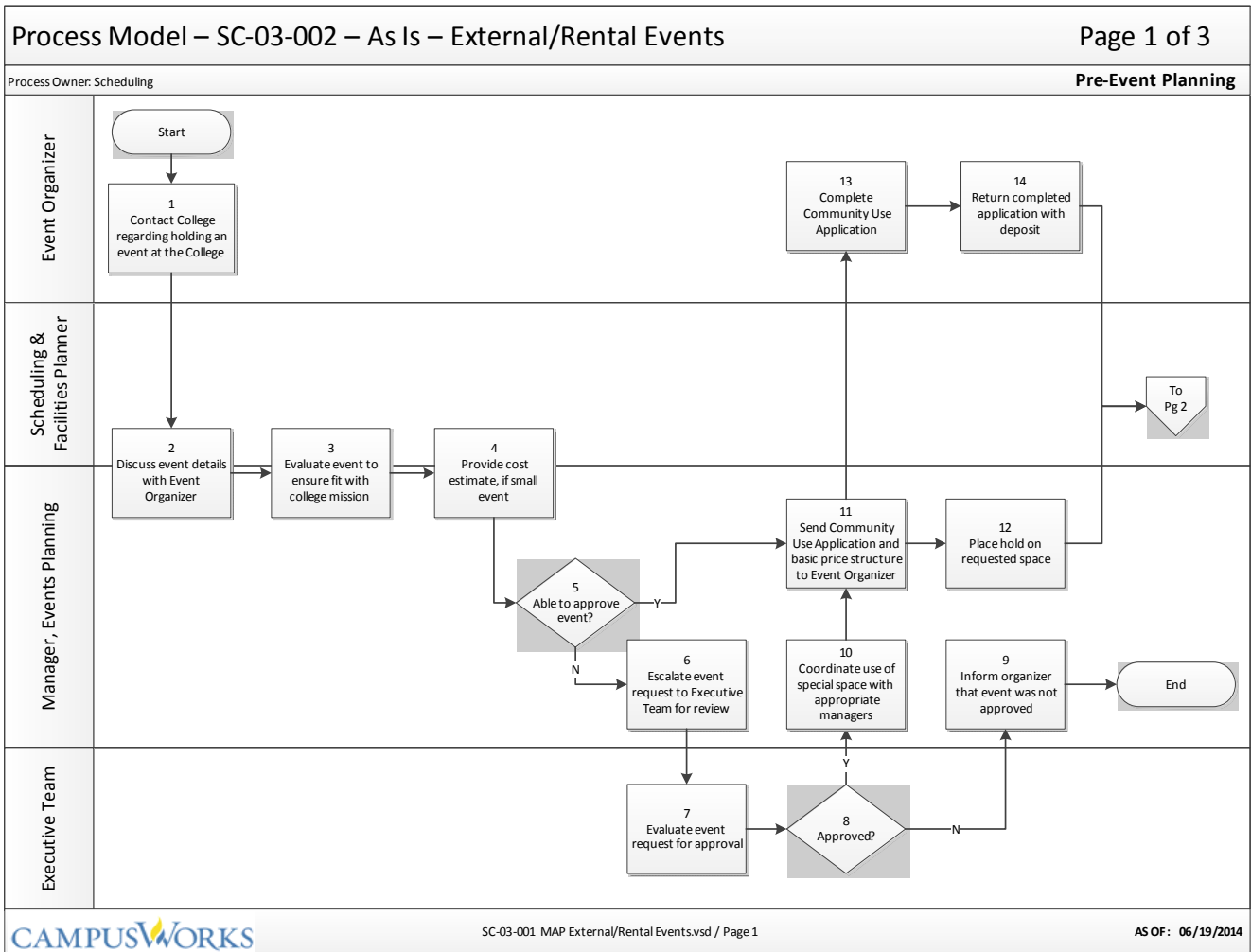
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| 18) If the Theater or Athletic facility is not needed or after approval from requested facility manager, is the requested space available? | Scheduler and Facilities Planner | On-line Event Request form - Determine if the requested or required space is available, using AstraScheduler. | |
| 19) If the requested space is not available, notify event holder that requested space is not available. | Scheduler and Facilities Planner | AstraScheduler; email - Notify event holder that requested space is not available for the dates needed. - Review options if available. | Event Holder notified of space unavailability. |
| 20) If the requested space is available, assign space as requested. | Scheduler and Facilities Planner | On-line Event Request form; AstraScheduler - Assign the required space, as appropriate. | Space assigned, as appropriate. |
| 21) Send confirmation to Event Holder. | Scheduler and Facilities Planner | AstraScheduler; email - Send confirmation of assigned space to Event Holder. | Confirmation sent to Event Holder. |

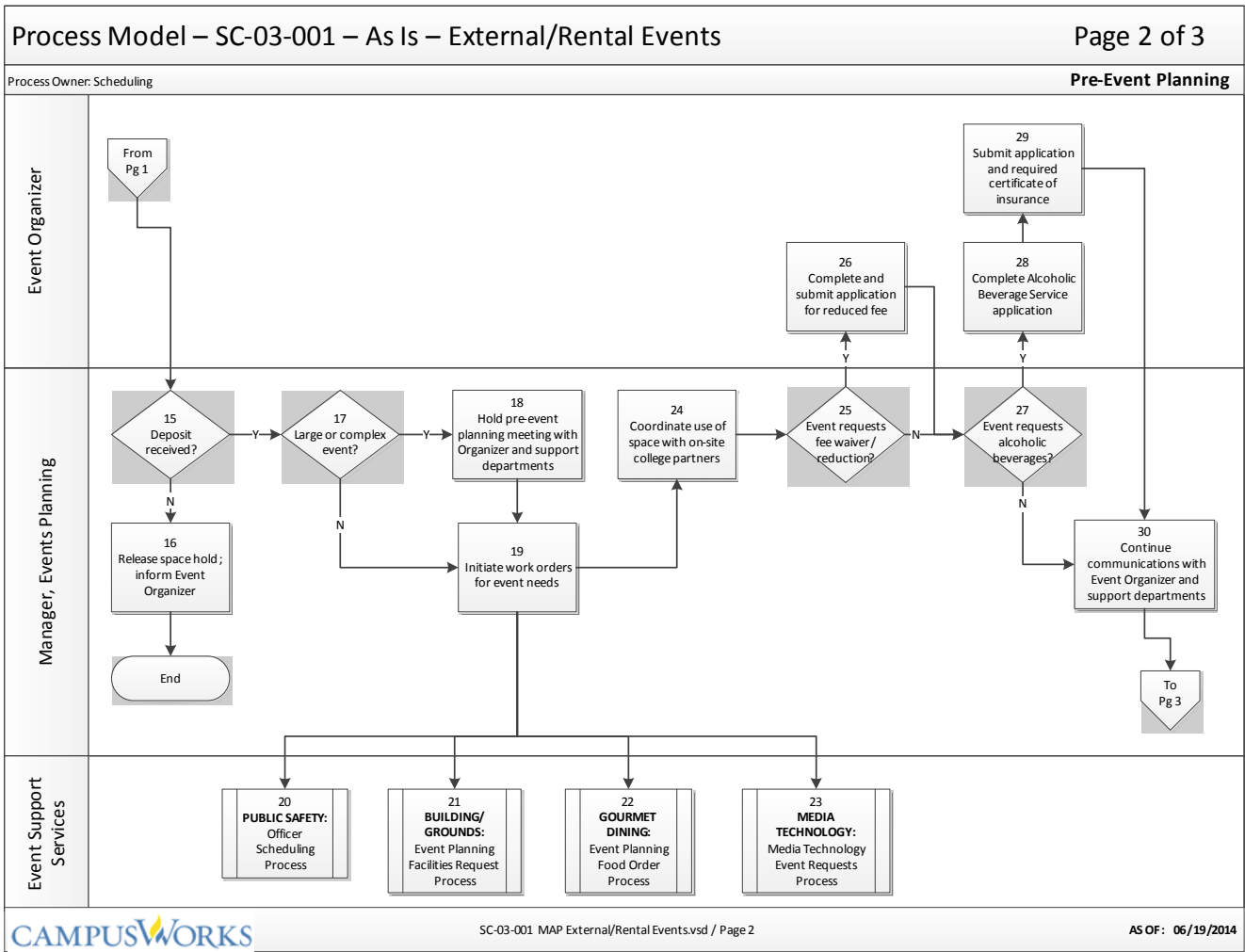
Next Step:

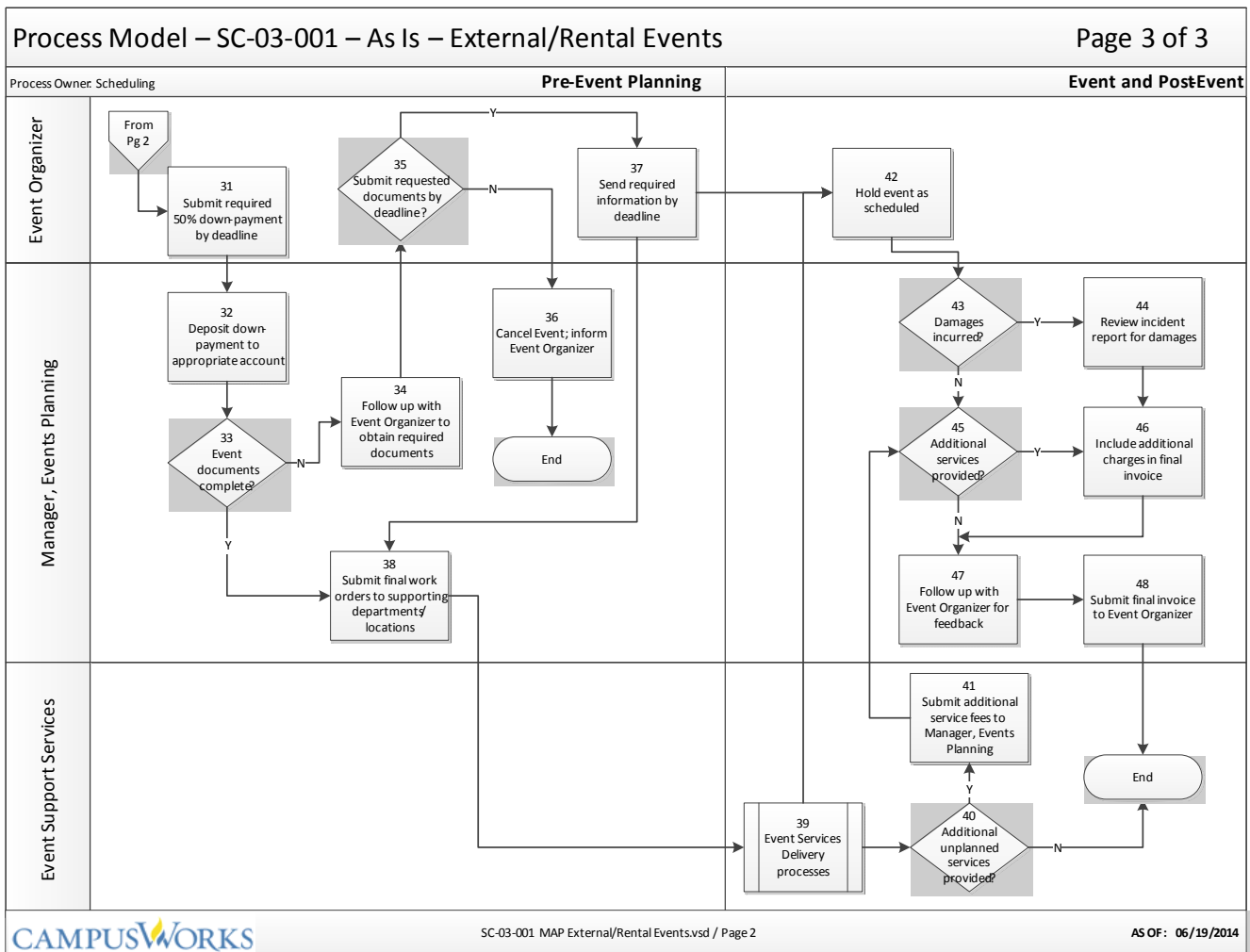
- 1) None

Process: External/Rental Events (SC-03-002)

The following process flow depicts the steps that occur for *Event Scheduling: External/Rental Events (SC-03-002)*. This process encompasses tasks necessary to schedule an event requested by an external organization or a request for rental of space at Bergen Community College, including arranging event services such as security, food service, media technology and the use of special spaces such as the athletic facilities or theater.







Description: External/Rental Events (SC-03-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *External/Rental Events (SC-03-002)* at Bergen Community College.

Previous Step:

- 1) Beginning of Process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|---|--|----------------------------------|
| 1) Contact College regarding holding an event at the college. | Event Organizer | Email - Contact Bergen Community College to request to hold an event at one of the college sites. | College contacted to hold event. |
| 2) Discuss event details with Event Organizer. | Scheduling and Facilities Planner, Manager, Events Planning | Email; phone - Discuss event details with Event Organizer to obtain | Event details discussed. |

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| | | <p>further information about requested event.</p> <ul style="list-style-type: none"> - Refer to "Event Planning Procedures for Outside Organizations" for details to discuss. | |
| 3) Evaluate event to ensure fit with college mission. | Scheduling and Facilities Planner, Manager, Events Planning | <p>Event Planning notes</p> <ul style="list-style-type: none"> - Evaluate the purpose and requested dates of event to ensure that the event fits the mission and availability of the College. | Event evaluated for fit with College. |
| 4) Provide cost estimate, if small event. | Scheduling and Facilities Planner, Manager, Events Planning | <p>Event Planning notes</p> <ul style="list-style-type: none"> - Provide a cost estimate if the event is small and is deemed to be an appropriate fit with the College mission. | Cost estimate provided, if possible. |
| 5) Able to approve event? | Manager, Events Planning | <p>Event Planning notes</p> <ul style="list-style-type: none"> - Determine if the event can be approved by the Events Planning Manager. | |
| 6) If unable to approve the event, escalate event request to Executive Team for review. | Manager, Events Planning | <p>Event Planning notes</p> <ul style="list-style-type: none"> - Escalate the event request to the Executive Team for review to determine if the event should be approved. | Event request escalated to Executive Team. |
| 7) Evaluate event request for approval. | Executive Team | <p>Event Request</p> <ul style="list-style-type: none"> - Review event request and notes. - Evaluate request to determine if the event fits the mission of the College and other programs offered. | Event request evaluated. |
| 8) Is event approved? | Executive Team | <p>Event Request</p> <ul style="list-style-type: none"> - Determine whether the event should be approved. | |
| 9) If the event is not approved, inform Event Organizer. | Manager, Events Planning | <p>Event Request; Executive Team Decision</p> <ul style="list-style-type: none"> - Inform the Event Organizer that the event request was not approved. | Event Organizer informed of non-approval. |

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| 10) If event is approved, coordinate use of special space with appropriate managers. | Manager, Events Planning | Event Request; Executive Team Decision - Coordinate the use of special space needed (athletic facilities, theater, aviation simulator) with the appropriate managers. | Event confirmed with organizer. |
| 11) Send the Community Use Application and basic price structure to the Event Organizer. | Manager, Events Planning | Event Request; Community Use Application; Email - Send the Community Use application to the event organizer along with basic pricing structure for events. | Community Use application sent to organizer. |
| 12) Place hold on requested space. | Manager, Events Planning | Event Request - Place hold on requested space to prevent double-booking or scheduling by another user. | Space placed on hold. |
| 13) Complete the Community Use Application. | Event Organizer | Community Use application - Complete the Community Use application to confirm details of the event. | Community Use application completed. |
| 14) Submit completed application with deposit. | Event Organizer | Community Use application; mail - Submit the completed Community Use application with required \$100 non-refundable deposit. | Community Use application and deposit submitted. |
| 15) Deposit received? | Manager, Events Planning | Completed Community Use Application - Determine if the required deposit is received. | |
| 16) If deposit is not received, release space hold and inform Event Organizer. | Manager, Events Planning | Completed Community Use Application; - If the deposit has not been received at least a month prior to the anticipated event date, release the hold on the reserved space. - Notify Event Organizer that space reservation has been cancelled. | Space released. |

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| | | - NOTE: Not a consistent practice. | |
| 17) Is the event large or complex? | Manager, Events Planning | Completed Community Use Application - Determine if the requested event is large or complex. | |
| 18) If the event is large or complex, hold a pre-event planning meeting with Event Organizer and Departments. | Manager, Events Planning | Completed Community Use Application - If the requested event is large or complex, hold a pre-event planning meeting with the Event Organizer and supporting departments to confirm needs and required staffing in order to finalize cost estimates and determine ability to serve event. | Pre-event planning meeting held. |
| 19) If the event is not large or complex or after event pre-planning meeting, initiate work orders for event needs. | Manager, Events Planning | Completed Community Use Application - Initiate needed work orders to confirm needed services with supporting departments. | Work orders initiated for services. |
| 20) Follow department process for Officer Scheduling. | Public Safety | Public Safety Systems - Follow established department procedures to schedule an Officer to oversee the event. | Public Safety services performed. |
| 21) Follow department process for Event Planning Facilities Request. | Building/Grounds | Buildings/Grounds Systems - Follow established department procedures to prepare the requested facilities for the event. - Tasks include: o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing space per confirmed set-up arrangements. o Performing post-event housekeeping. | Building/Grounds services performed. |

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| <p>22) Follow department process for Event Planning Food Orders.</p> | <p>Gourmet Dining</p> | <p>Cafeteria Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested food services for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested food/refreshments. o Scheduling food preparation. o Preparing and delivering food and refreshments to event location. o Performing post-event tear down of refreshment service. | <p>Food services delivered and performed.</p> |
| <p>23) Follow department process for Media Technology Event Requests.</p> | <p>Media Technology</p> | <p>On-line Event Request form; Assignment calendar</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested media technology for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing technology per confirmed arrangements. o Performing post-event tear-down, if needed. | <p>Media Technology services performed.</p> |
| <p>24) Coordinate use of space with on-site college partners.</p> | <p>Manager, Events Planning</p> | <p>Completed Community Use Application</p> <ul style="list-style-type: none"> - Coordinate the use of space needed for the event with on-site college partners to ensure that partners are aware of large event. - Partners include: <ul style="list-style-type: none"> o Buehler Trust Aviation Education Center o Accelerator tenants o University partners | <p>Event space coordinated with on-site partners.</p> |

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| | | - Confirm that partner will be not negatively impacted by event, or can make other arrangements for business operations during the event. | |
| 25) Is a fee waiver or reduction requested? | Manager, Events Planning | Completed Community Use Application - Determine if the Event Organizer would like a fee waiver or reduction. | |
| 26) If a fee waiver or reduction is requested, complete and submit the application for reduced fee. | Event Organizer | Completed Fee Waiver application - If a fee waiver or reduction is needed, complete and submit the application for reduced fee. | Fee waiver application submitted. |
| 27) Are alcoholic beverages requested to be served at event? | Manager, Events Planning | Completed Community Use Application - Determine if the Event Organizer would like to serve alcohol at the event. | |
| 28) If alcoholic beverage service has been requested, complete the Alcoholic Beverage Service application. | Event Organizer | Application for Alcohol Beverage Service - If a fee waiver or reduction is needed, complete the application to serve alcohol. | Alcoholic beverage service application completed. |
| 29) Submit the completed application and required certificate of insurance. | Event Organizer | Completed Alcohol Beverage Service application - If service for alcoholic beverages is requested, submit the completed application for alcohol beverage service along with the required certificate of insurance. | Alcoholic beverage service application and certificate of insurance submitted. |
| 30) Continue communication with Event Organizer and support departments. | Manager, Events Planning | Completed Community Use Application - Continue communications with the Event Organizer to confirm needs and provide assistance where needed. - Continue communications with supporting departments | Communications sent to Event Organizer and support departments. |

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| | | to relay any updated information or needs. | |
| 31) Submit required 50% down-payment by deadline. | Event Organizer | Completed Community Use Application - Submit the required 50% down-payment within 5 days of scheduled event. | Down-payment submitted by deadline. |
| 32) Deposit down-payment to appropriate account. | Manager, Events Planning | Down-payment - Deposit down-payment into the appropriate account. | Down-payment deposited. |
| 33) Are event documents complete? | Manager, Events Planning | Completed Community Use Application - Determine if all required applications, insurance certificates and down-payments have been received. | |
| 34) If event documents are not complete, follow up with Event Organizer to obtain required documents. | Manager, Events Planning | Completed Community Use Application - If all documents and deposits have not been received, follow up with Event Organizer to obtain required documents. | Event Organizer contacted for required documents. |
| 35) Will used documents be submitted by deadline? | Event Organizer | Required applications, insurance certificates, deposits - Determine if required information can be submitted within the required deadline. | |
| 36) If required documents are not submitted by the deadline, cancel the event; inform Event Organizer. | Manager, Events Planning | Required applications, insurance certificates, deposits - If required information is not received by the deadline, cancel the event and notify the Event Organizer. - Notify supporting departments of event cancellation. - Event must be cancelled within 5 days of scheduled event date. - College reserves the right to charge for any costs incurred up to point of cancellation or | Event Organizer and support departments notified that event cancelled. |

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| | | as a result of insufficient notice of cancellation. | |
| 37) Submit all required information by the deadline. | Event Organizer | Required applications, insurance certificates, deposit - Submit all remaining required documents and down-payments for the event by the deadline. | Required documents received. |
| 38) Submit final work orders to supporting departments/ locations. | Manager, Events Planning | Required applications, insurance certificates, deposit - Submit final work orders to supporting departments and locations to confirm final details of the event. | Work orders submitted to support departments/ locations. |
| 39) Follow respective department processes for providing requested services. | Event Support Services | Various department systems, forms, equipment - Follow established respective department procedures to deliver the requested services. | |
| 40) Are additional, unplanned services provided? | Event Support Services | Various department systems, forms, equipment - Determine if user has requested additional services not scheduled in original event planning. | |
| 41) Submit additional service fees to Manager, Events Planning. | Event Support Services | Additional Services Provided - Submit fees for additional services provided not scheduled in the original event planning to the Manager of Event Planning. | Additional fees provided to Events Planning Manager. |
| 42) Hold event as scheduled. | Event Organizer | Event Activities - Conduct event as planned. | Event conducted. |
| 43) Are damages incurred? | Manager, Events Planning | Event Reports - Determine if damages were incurred during event. | |
| 44) If damages were incurred, review incident report for damages. | Manager, Events Planning | Event Reports - Review incident report for report of damages. | Incident report reviewed. |

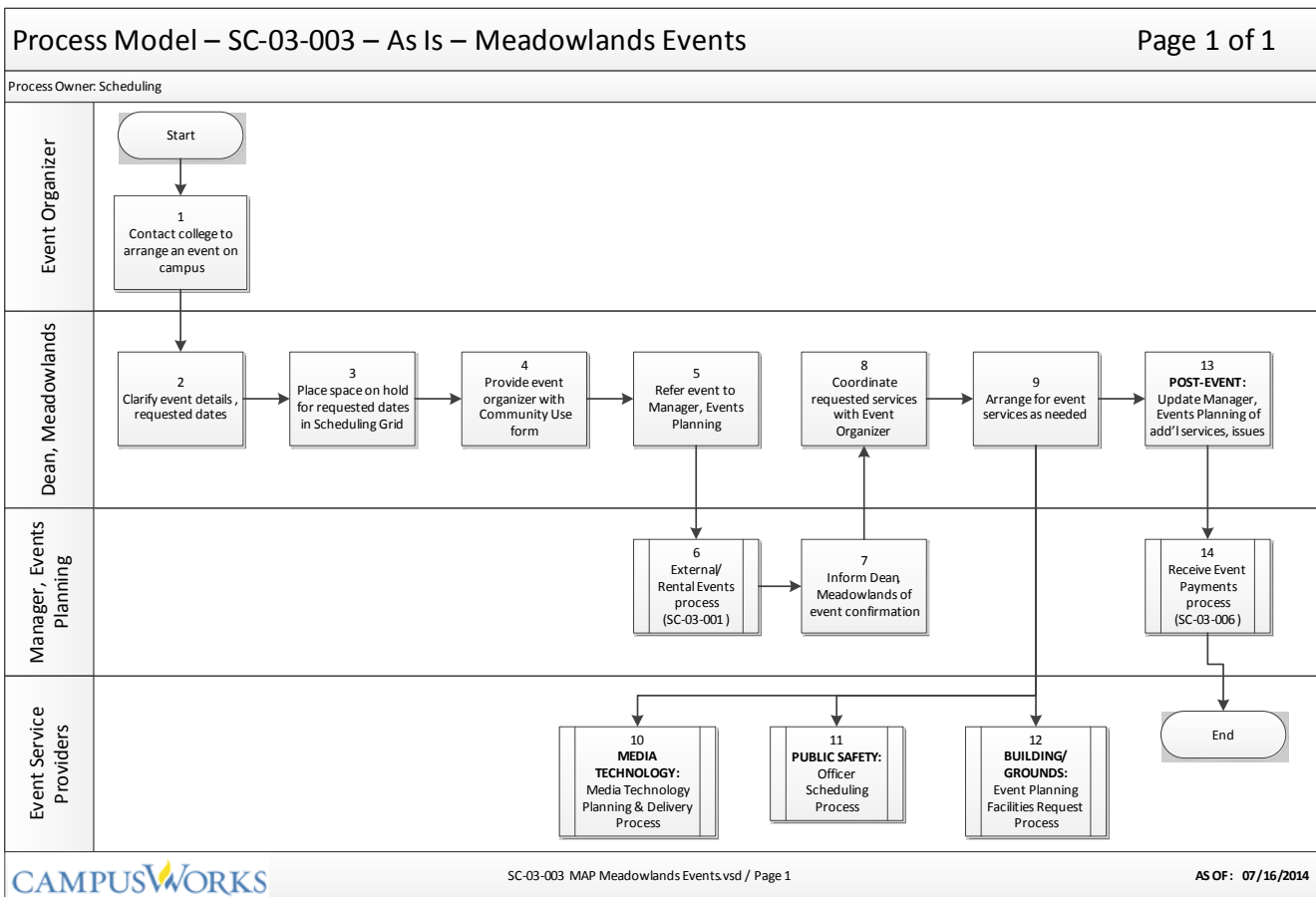
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| 45) If damages were not incurred, were additional services provided? | Manager, Events Planning | Supporting Department Reports - Determine if additional services were provided that were not scheduled in original event planning. | |
| 46) If additional services were provided or damages incurred, include additional charges in the final invoice. | Manager, Events Planning | Supporting Department Reports - Include additional charges for services or damages in final invoice for Event Organizer. | Additional charges added to final invoice. |
| 47) Follow up with Event Organizer for feedback. | Manager, Events Planning | Completed Community Use Application; Supporting Department Reports - Follow up with Event Organizer to obtain feedback on experience with College and services provided during event, for quality improvement. | Event Organizer contacted for feedback. |
| 48) Submit final invoice to Event Organizer. | Manager, Events Planning | Supporting Department Reports; Invoice - Submit final invoice to Event Organizer within 60 days from date of event. | Final invoice sent to Event Organizer. |

Next Step:

- 1) SC-03-006 – Receive Event Payments

Process: Meadowlands Events (SC-03-003)

The following process flow depicts the steps that occur for *Event Scheduling: Meadowlands Events (SC-03-003)*. This process encompasses tasks necessary to arrange external or rental events held at the Meadowlands campus.



Description: Meadowlands Events (SC-03-003)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Meadowlands Events (SC-03-003) at Bergen Community College.

Previous Step:

- 1) Beginning of process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|--------------------------|--|----------------------------------|
| 1) Contact College to arrange an event on campus. | Event Organizer | Email - Contact Bergen Community College to request to hold an event at one of the college sites. | College contacted to hold event. |
| 2) Clarify event details and requested dates. | Dean, Meadowlands Campus | Email; phone - Review and clarify event details with Event Organizer to obtain further information about requested event. | Event details discussed. |

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| 3) Place space on hold for requested dates in Scheduling Grid. | Dean, Meadowlands Campus | Email; phone; Scheduling Grid - Place hold on requested space in the Scheduling Grid to prevent double-booking or reservation by another user. | Space placed on hold. |
| 4) Provide Event Organizer with Community Use form. | Dean, Meadowlands Campus | Event Request; Community Use Application; Email - Send the Community Use application to the event organizer along with basic pricing structure for events. | Community Use application sent to organizer. |
| 5) Refer event to Manger, Events Planning. | Dean, Meadowlands Campus | Event Request; Email - Refer event to Events Planning Manager for further planning and confirmation. - Provide contact information of Events Planning Manager to Event Organizer. | Event referred to Events Planning Manager. |
| 6) Follow department process for External/Rental Events. | Manager, Events Planning | AstraScheduler; Community Use forms; - Follow established department procedures for External or Rental Events. | |
| 7) Inform Dean of Meadowlands Campus of event confirmation. | Manager, Events Planning | Completed Community Use Application; Email - Inform the Dean of the Meadowlands Campus of event confirmation for continued planning at the site. | Event confirmed with Dean, Meadowlands Campus. |
| 8) Coordinate requested services with the Event Organizer. | Dean, Meadowlands Campus | Completed Community Use Application; Email - Coordinate required services to be provided at the Meadowlands Campus with the Event Organizer. | Required event services coordinated with Event Organizer. |
| 9) Arrange for event services as needed. | Dean, Meadowlands Campus | Completed Community Use Application; Email - Arrange required services as confirmed by the Event Organizer with supporting service departments. | Required event services coordinated with supporting service departments. |

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| <p>10) Follow department process for Media Technology Event Requests.</p> | <p>Media Technology</p> | <p>On-line Request form; Assignment calendar</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested media technology for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing technology per confirmed arrangements. o Performing post-event tear-down, if needed. | <p>Media Technology services performed.</p> |
| <p>11) Follow department process for Officer Scheduling.</p> | <p>Public Safety</p> | <p>Public Safety Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to schedule an Officer to oversee the event. | <p>Public Safety services performed.</p> |
| <p>12) Follow department process for Event Planning Facilities Request.</p> | <p>Building/Grounds</p> | <p>Buildings/Grounds Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to prepare the requested facilities for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing space per confirmed set-up arrangements. o Performing post-event housekeeping. | <p>Building/Grounds services performed.</p> |
| <p>13) Update the Manager of Events Planning of additional services or issues.</p> | <p>Dean, Meadowlands Campus</p> | <p>Event Reports</p> <ul style="list-style-type: none"> - After the event is complete, review any event reports for additional services provided or damages incurred. - Update the Manager of Events Planning of any | <p>Manager of Events Planning notified of any additional charges incurred.</p> |

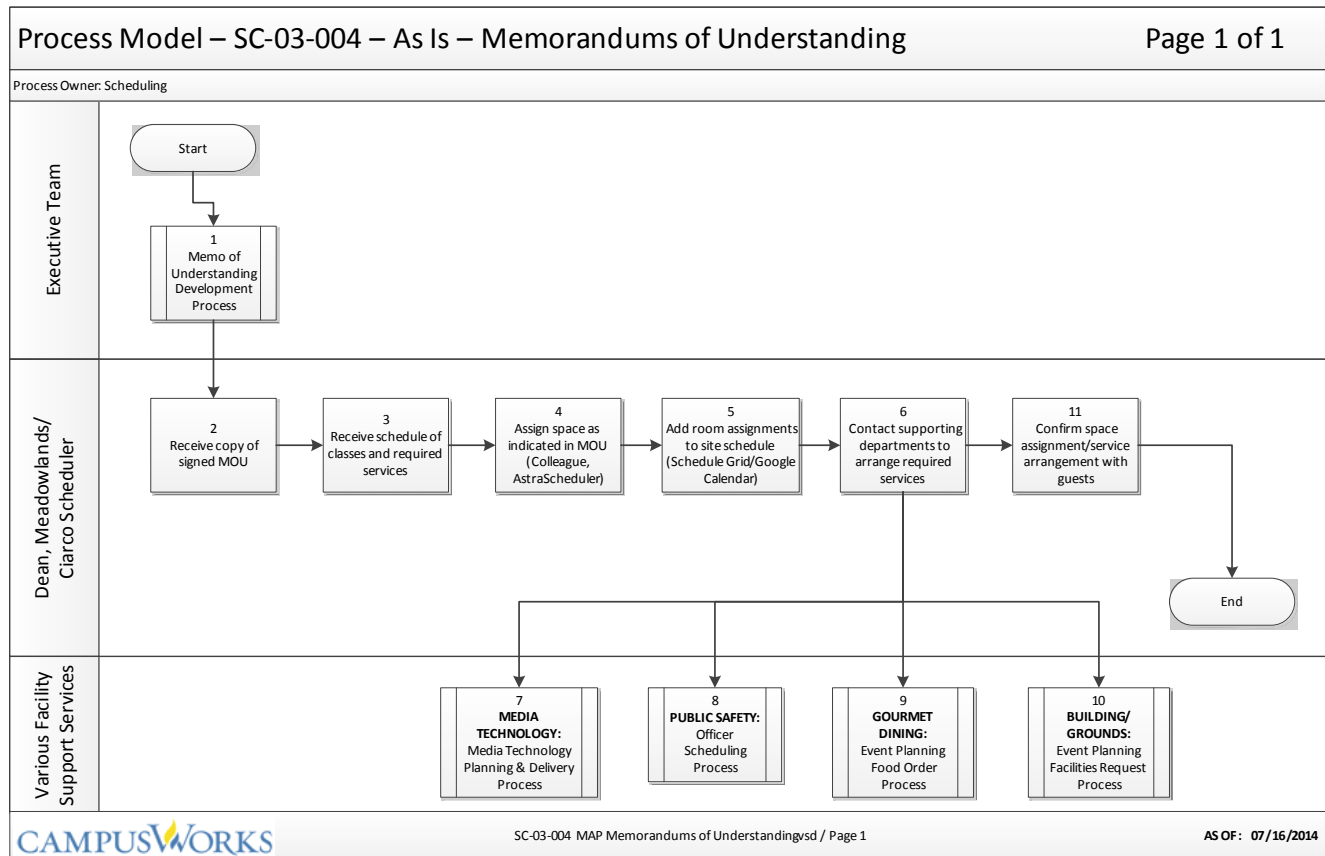
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| | | additional services or damages incurred. | |
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Next Step:

- 1) SC-03-002 – External/Rental Events, or
- 2) SC-03-006 – Receive Event Payments

Process: Memorandums of Understanding (SC-03-004)

The following process flow depicts the steps that occur for *Event Scheduling: Memorandums of Understanding (SC-03-004)*. This process encompasses tasks necessary to provide facilities and services as specified in the Memorandums of Understanding executed between an external agency and the Executive Team of Bergen Community College.



Description: Memorandums of Understanding (SC-03-004)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Memorandums of Understanding (SC-03-004)* at Bergen Community College.

Previous Step:

- 1) Memorandum of Understanding Development Process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
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| 1) Follow process for the Memorandum of Understanding Development. | Executive Team | Request for partnership/use of space - Follow the established steps to develop a Memorandum of Understanding with potential partner. - Memorandum outlines negotiated space, frequency of use, required services and is signed by the Presidents of the participating colleges. | |
| 2) Receive copy of signed Memorandum of Understanding (MOU). | Dean, Meadowlands Campus/Ciarco Scheduler | Memorandum of Understanding (MOU) - Receive a signed copy of the MOU for review and administration of outlined services. | MOU received by Campus Dean or Scheduler. |
| 3) Receive schedule of classes and required services. | Dean, Meadowlands Campus/Ciarco Scheduler | Memorandum of Understanding (MOU); Class schedule - Receive a schedule of anticipated classes to be offered at the College campus, along with a summary of any services needed for each class. | Schedule of classes and required services received by respective campus. |
| 4) Assign space, as indicated in MOU, using Colleague and AstraScheduler. | Dean, Meadowlands Campus/Ciarco Scheduler | Class schedule; Colleague; AstraScheduler - Assign space for classes as provided in the MOU, using Colleague and AstraScheduler. | Class space assigned, per MOU. |
| 5) Add room assignments to site schedule, using the Scheduling Grid or Google Calendar. | Dean, Meadowlands Campus/Ciarco Scheduler | Scheduling Grid/Google Calendar - Add room assignments to the respective site schedule using the Scheduling Grid or Google Calendar. | Room assignments added to site schedules. |
| 6) Contact supporting departments to arrange required services. | Dean, Meadowlands Campus/Ciarco Scheduler | Class schedule - Contact supporting departments to arrange required services, as requested in class schedule and provided in MOU. | Supporting departments contacted to arrange services. |

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| <p>7) Follow department process for Media Technology Event Requests.</p> | <p>Media Technology</p> | <p>On-line Event Request form; Assignment calendar</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested media technology for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing technology per confirmed arrangements. o Performing post-event tear-down, if needed. | <p>Media Technology services performed.</p> |
| <p>8) Follow department process for Officer Scheduling.</p> | <p>Public Safety</p> | <p>Public Safety Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to schedule an Officer to oversee the event. | <p>Public Safety services performed.</p> |
| <p>9) Follow department process for Event Planning Food Orders.</p> | <p>Gourmet Dining</p> | <p>Cafeteria Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested food services for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested food/refreshments. o Scheduling food preparation. o Preparing and delivering food and refreshments to event location. o Performing post-event tear down of refreshment service. | <p>Food services delivered and performed.</p> |
| <p>10) Follow department process for Event Planning Facilities Request.</p> | <p>Building/Grounds</p> | <p>Buildings/Grounds Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to prepare the requested facilities for the event. - Tasks include: | <p>Building/Grounds services performed.</p> |

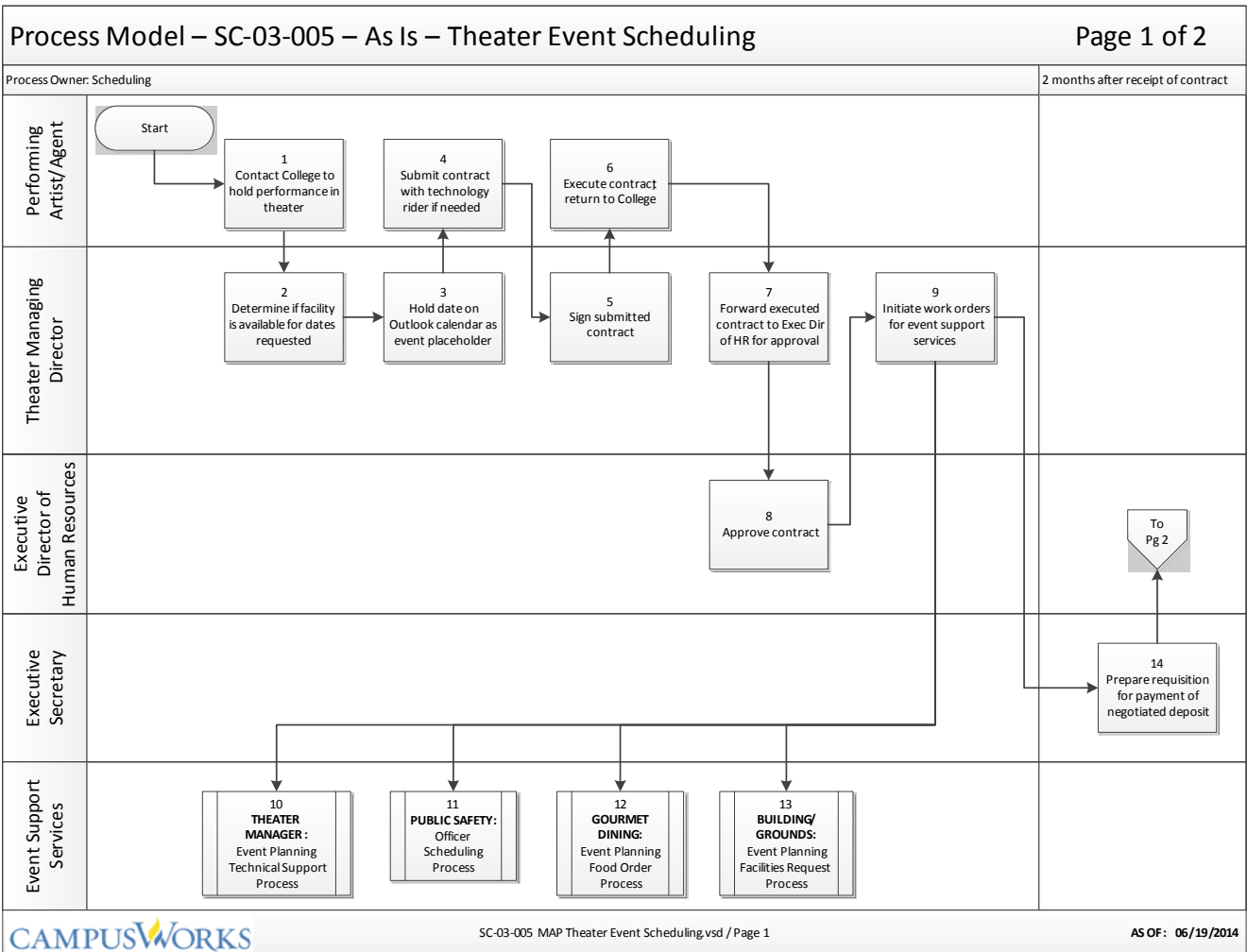
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| | | <ul style="list-style-type: none"> ○ Confirming requested needs and set-up arrangements. ○ Assigning work and scheduling employees to perform work. ○ Preparing space per confirmed set-up arrangements. ○ Performing post-event housekeeping. | |
| 11) Confirm space assignment and service arrangements with guests. | Dean, Meadowlands Campus/Ciarco Scheduler | Memorandum of Understanding (MOU); Class schedule - Contact college guest to confirm space assignment and requested service arrangements prior to classes being held. | Arrangements confirmed with college guests. |

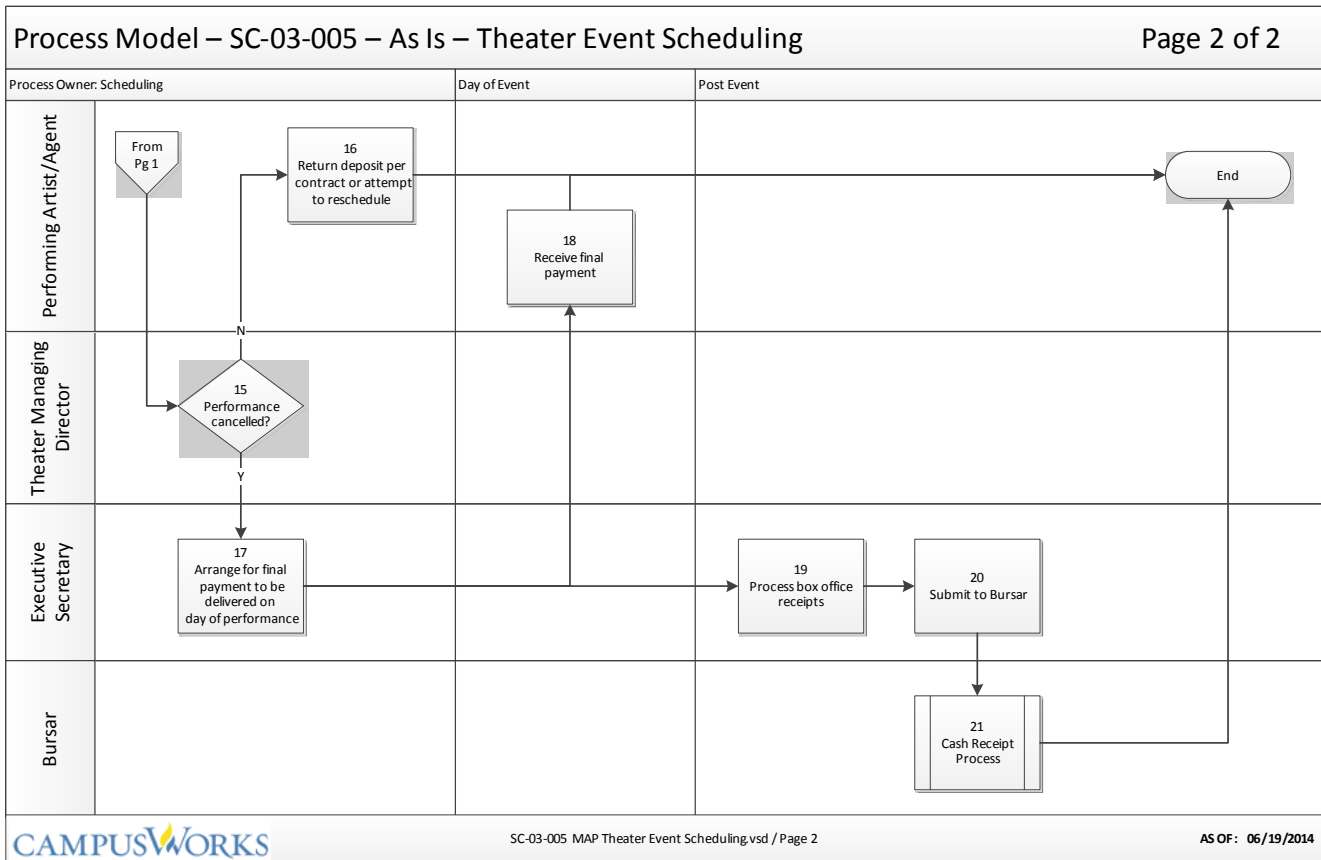
Next Step:

- 1) End of Process

Process: Theater Event Scheduling (SC-03-005)

The following process flow depicts the steps that occur for *Event Scheduling: Theater Event Scheduling (SC-03-005)*. This process encompasses tasks necessary to arrange theater performances at Bergen Community College and to provide contracted services for the performance.





Description: Theater Event Scheduling (SC-03-005)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of Theater Event Scheduling (SC-03-005) at Bergen Community College.

Previous Step:

- 1) Beginning of process

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|--|---------------------------|--|---|
| 1) Contact College to hold performance in the theater. | Performing Artist/Agent | Performance schedule - Contact the Managing Director of the Theater to discuss holding a performance in the theater. | College contacted to request to hold performance. |
| 2) Determine if facility is available for dates requested. | Theater Managing Director | Performance schedule; Theater calendar - Review requested performance dates on theater calendar to determine if the theater is available for dates requested. | Requested dates reviewed. |

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| 3) Hold date on Outlook calendar as event placeholder. | Theater Managing Director | Performance schedule; Theater calendar - If dates are available, hold the date on the Theater Outlook calendar as an event placeholder for Community Cultural Affairs Department. - If dates are not available, inform artist/agent and attempt to confirm alternate available dates. | Performance dates established with artist/agent. |
| 4) Submit contract with technology rider if needed. | Performing Artist/Agent | Performance dates; Artist Contract - Submit contract with dates as agreed for performance, with technology rider if needed. | Performance contract submitted to College Theater Director. |
| 5) Sign submitted contract. | Theater Managing Director | Artist Contract; College policies - Review contract received from artist/agent. - Sign contract, if acceptable with college policies. | Contract signed by College Theater Director. |
| 6) Execute contract; return to College. | Performing Artist/Agent | Artist Contract; - Review signed contract received from College. - Sign contract to fully execute agreement. - Return executed contract to College Theater Director. | Contract executed by all parties. |
| 7) Forward executed contract to Executive Director of HR for approval. | Theater Managing Director | Executed contract - Forward executed contract to the Executive Director of HR for review and final approval. | Contract forwarded for final approval by Executive Director of HR. |
| 8) Approve contract. | Executive Director of Human Resources | Executed contract - Review executed contract to determine if the contract conforms to College policies. - If acceptable, approve the executed contract. | Executed contract approved. |
| 9) Initiate work orders for event support services. | Theater Managing Director | Executed contract - Initiate work orders for services specified in the performance contract. | Work orders for services started. |

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| <p>10) Follow department process for Event Planning Technical Support.</p> | <p>Theater Managing Director</p> | <p>Theater Reservation Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to provide technical theater support. - Coordinate with Media Technology as needed for additional technology services. | <p>Technical services provided.</p> |
| <p>11) Follow department process for Officer Scheduling.</p> | <p>Public Safety</p> | <p>Public Safety Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to schedule an Officer to oversee the event. | <p>Public Safety services performed.</p> |
| <p>12) Follow department process for Event Planning Food Orders.</p> | <p>Gourmet Dining</p> | <p>Cafeteria Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to arrange requested food services for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested food/refreshments. o Scheduling food preparation. o Preparing and delivering food and refreshments to event location. o Performing post-event tear down of refreshment service. | <p>Food services delivered and performed.</p> |
| <p>13) Follow department process for Event Planning Facilities Request.</p> | <p>Building/Grounds</p> | <p>Buildings/Grounds Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to prepare the requested facilities for the event. - Tasks include: <ul style="list-style-type: none"> o Confirming requested needs and set-up arrangements. o Assigning work and scheduling employees to perform work. o Preparing space per confirmed set-up arrangements. | <p>Building/Grounds services performed.</p> |

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| | | <ul style="list-style-type: none"> ○ Performing post-event housekeeping. | |
| 14) Prepare requisition for payment of negotiated deposit. | Executive Secretary | <p>Executed Contract</p> <ul style="list-style-type: none"> - Prepare requisition for payment of the negotiated performance deposit, within the timeframe indicated in the contract. | Deposit requisition created. |
| 15) Is performance cancelled? | Theater Managing Director | <p>Executed Contract</p> <ul style="list-style-type: none"> - Determine if the performance was held as scheduled. | |
| 16) If performance is cancelled, return deposit per contract, or attempt to reschedule performance. | Performing Artist/Agent | <p>Executed Contract</p> <ul style="list-style-type: none"> - If the performance is not held, return the deposit per contract or contact Theater Manager to attempt to reschedule the performance. | Deposit returned or performance rescheduled. |
| 17) If performance not cancelled, arrange for final payment to be delivered on day of performance. | Executive Secretary | <p>Executed Contract</p> <ul style="list-style-type: none"> - If the performance is not cancelled, arrange for final payment of the contract to be delivered on the day of the performance. | Final payment of contract prepared. |
| 18) Receive final payment. | Performing Artist/Agent | <p>Executed Contract; Performance</p> <ul style="list-style-type: none"> - Receive final payment at conclusion of performance. | Final payment of contract received. |
| 19) Process box office receipts. | Executive Secretary | <p>Box Office Receipts</p> <ul style="list-style-type: none"> - Process box office receipts per office procedures. - Credit card and check payments are processed through ShoWare. | Box office receipts processed. |
| 20) Submit to Bursar. | Executive Secretary | <p>Box Office Receipts; Cash Receipts register</p> <ul style="list-style-type: none"> - Submit box office receipts with register of receipts to Bursar for deposit. | Box office receipts submitted to Bursar. |
| 21) Follow department process for Cash Receipts. | Bursar | <p>Theater Reservation Systems</p> <ul style="list-style-type: none"> - Follow established department procedures to provide technical theater support. | |

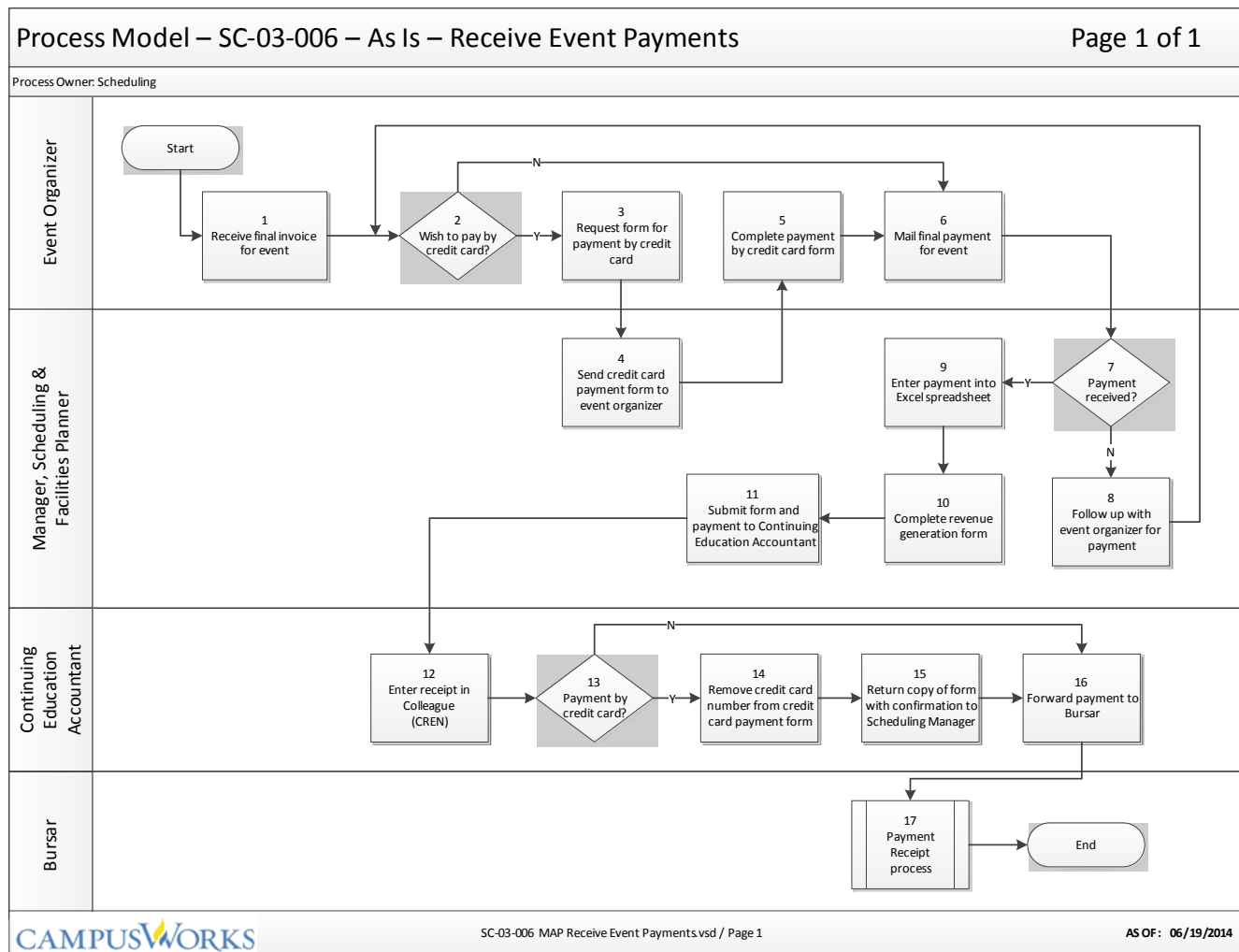
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| | | - Coordinate with Media Technology as needed for additional technology services. | |
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Next Step:

- 1) End of process

Process: Receive Event Payments (SC-03-006)

The following process flow depicts the steps that occur for *Event Scheduling: Receive Event Payments (SC-03-006)*. This process encompasses tasks necessary to receive and process payments for events held at Bergen Community College by outside organizations.



Description: Receive Event Payments (SC-03-006)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Receive Event Payments (SC-03-006)* at Bergen Community College.

Previous Step:

- 1) SC-03-002 – External/Rental Events, or
- 2) SC-03-003 – Meadowlands Events

| Process Step Description | Role Responsible | Tools/Inputs | Output |
|---|--|--|---|
| 1) Receive final invoice for event. | Event Organizer | Final Invoice - Receive the final invoice for the event, including any charges for additional services received and any damages incurred. | Final invoice received. |
| 2) Wish to pay by credit card? | Event Organizer | Final Invoice - Determine if payment by credit card payment is preferred. | |
| 3) If payment is by credit card, request form for payment by credit card. | Event Organizer | Final Invoice - Request form to submit final payment by credit card. | Credit card payment form requested. |
| 4) Send credit card payment form to event organizer. | Manager, Scheduling & Facilities Planner | Email - Send credit card payment form to event organizer to submit payment via credit card. | Credit card payment form sent to event organizer. |
| 5) Complete payment by credit card form. | Event Organizer | Credit Card Payment form - Complete the credit card payment form to pay final invoice via credit card. | Credit card payment form completed. |
| 6) If payment is not by credit card or after completing credit card payment form, mail final payment for event. | Event Organizer | Final Invoice - Submit payment for final invoice, including completed credit card information form if paying by credit card. | Payment for final invoice submitted. |
| 7) Is payment received? | Manager, Scheduling & Facilities Planner | Excel Spreadsheet - Determine if final payment has been received. | |
| 8) If payment is not received, follow up with event organizer. | Manager, Scheduling & Facilities Planner | Excel Spreadsheet - If payment has not been received, follow up with event organizer for final payment. | Event organizer contacted for payment. |

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| 9) If payment is received, enter payment into Excel spreadsheet. | Manager, Scheduling & Facilities Planner | Excel Spreadsheet; Invoice payment - When final payment is received, enter payment into Excel spreadsheet. | Payment entered into Excel spreadsheet. |
| 10) Complete revenue generation form. | Manager, Scheduling & Facilities Planner | Excel Spreadsheet; Invoice payment - Complete the revenue generation form to record payment received for invoice. | Revenue generation form completed. |
| 11) Submit form and payment to Continuing Education Accountant. | Manager, Scheduling & Facilities Planner | Revenue Generation form; Invoice Payment - Submit Revenue Generation form and invoice payment, including credit card payment form if appropriate, to the Continuing Education Accountant for processing. | Payment and Revenue Generation form submitted to Continuing Education accountant. |
| 12) Enter receipt in Colleague, using CREN. | Continuing Education Accountant | Revenue Generation form; Invoice Payment - Enter receipt of payment into Colleague, using CREN form. | Payment receipt recorded in Colleague. |
| 13) Is payment by credit card? | Continuing Education Accountant | Invoice Payment; Credit Card Payment form - Determine if payment was made by credit card. | |
| 14) If payment is by credit card, remove credit card information from credit card payment form. | Continuing Education Accountant | Invoice Payment; Credit Card Payment form - If payment was made by credit card, remove credit card information from the payment form, in compliance with Payment Card Industry (PCI) standards. | Credit card information removed from form as required. |
| 15) Return copy of form with confirmation to Scheduling Manager. | Continuing Education Accountant | Invoice Payment; Credit Card Payment form - Send copy of credit card payment form with confirmation to Scheduling Manager. | Copy of credit card payment form with confirmation sent to Scheduling Manager. |
| 16) Forward payment to Bursar. | Continuing Education Accountant | Invoice Payment - Forward invoice payment to Bursar for deposit, including | Payment forwarded to Bursar for deposit. |

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| | | credit card payment form as necessary. | |
| 17) Follow established department process for Payment Receipt. | Bursar | Invoice Payment - Follow established process for Payment Receipt. | Payment deposited. |

Next Step:

- 1) End of Process

Process Recommendations – Event Scheduling (SC-03)

- 1) Consider development of an on-line, fillable form for requesting an event or activity to be held at the College. Collaborate with all stakeholders in development of form that will result in a holistic request from the event organizer, whether internal or external. Finalize and test on-line Event Request form developed in AdAstra.
- 2) Consider development of an “Event Organizers’ Checklist” to be provided to any event organizer that outlines necessary actions, legal responsibilities such as insurance, lifeguards, damages, contact information for service providers such as catering, media technology, public relations, public safety or any other service provider that must be arranged by the event organizer and not through the Scheduling Office.
- 3) Evaluate the vetting process for approval of events conducted by external groups to ensure that the event conforms to the mission and goals of the College and does not detract from programs already offered by Bergen Community College. The vetting process should be agile in order to respond to the external request in a timely manner yet comprehensive to ensure that the request is viewed holistically to safeguard the College mission and programs. This will help to prevent reliance on one individual’s knowledge of current programs, activities, sponsors and partners whose needs may need to be considered in the approval of a new event.
- 4) Collaboratively with the Finance Department, investigate options for receiving payment card information on forms used for class or event payments; develop revised form and processes to streamline payment processing yet incorporates payment card processing requirements to ensure on-going compliance with Payment Card Industry data security standards and to prevent accidental disclosure of credit card information by college staff.

Appendix A: Process Inventory

| Scheduling | |
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| SC 01 | Academic Scheduling |
| 001 | Scheduling Course Offerings |
| 002 | Classroom Change Requests |
| 003 | Classroom Conflict Checking |
| 004 | Media Technology Requests |
| 005 | Course Section Cancellation |
| SC 02 | Continuing Education Scheduling |
| 001 | Classroom Scheduling |
| 002 | Classroom Conflict Checking/Changes |
| 003 | Adult Education/ESL |
| 004 | Grant Programs/Partners |
| SC 03 | Event Scheduling |
| 001 | Internal Events |
| 002 | External/Rental Events |
| 003 | Meadowlands Events |
| 004 | Memorandums of Understanding |
| 005 | Theater Event Scheduling |
| 006 | Receive Event Payments |

Appendix B: Parking Lot Items

Process SC-01-001 Scheduling Course Offerings

- 1) AdAstra Schedule Optimizer works well when faculty have been assigned but faculty are not assigned when the schedule is created and the Optimizer process is run.
 - a. Cannot optimize faculty assignment in nearby locations.
- 2) Minimum class size is not used in academic classes but is used by Continuing Education.
- 3) Capacity is frequently overridden near end of registration period to accommodate late students, which frequently causes class to no longer fit into classroom due to size.
- 4) Rooms are frequently taken off-line after the schedule is created; Scheduling Office is not part of the discussions or decisions.
 - a. Is consideration given to previous physical upgrades made to the room? Room upgrades (smart classroom, etc) may have recently been completed then need to be removed.
 - b. Schedulers need to ensure that the replacement classroom is similarly equipped as removed classroom.
- 5) Department has lacked consistency in supervision/reporting lines.
 - a. Change of leadership impacts processes, interrupts changes or process improvements.
- 6) Lack consistency in how or when to override class capacities
 - a. May be impacted by contractual limitations
 - b. Often made in anticipation of eventual student drops
- 7) Deans are not always involved or informed of requested changes to ensure fulfilment of needs, compliance issues, or awareness of budget implications etc.
 - a. Some do not want to be involved in decisions for changes.
 - b. 5 Deans oversee 33 department chairs
- 8) Lack communication method for reporting broken or removed equipment/furniture in classrooms or conference rooms in order to adequately schedule rooms.
- 9) Academic scheduling is performed by one individual.
 - a. Risk to college if person leaves (resign, retirement, medical, etc).
 - b. Back-up has left the college but was not familiar with many steps in the process.
- 10) Schedule is not finalized prior to registration.
- 11) Academic calendar approval is key to start of process; as of June 17, 2014, the fall academic calendar had not yet been approved.
 - a. Fall term dates have been estimated to allow scheduling to proceed.
 - b. Making scheduling decisions based on unapproved dates.
 - c. Estimated dates also impacts Financial Aid and Withdrawal dates.
- 12) Scheduling deadlines are not adhered to.
- 13) Academic planning of required program courses is not considered in a timely manner for student planning; students can't plan beyond one semester.
- 14) Scheduling not informed or involved with changes to Chairs or the structure of academic reporting.

- 15) Changes to room assignments are requested to accommodate technology requests, special accommodations for either students or faculty, location (campus, building, wing), or 'special' requests to accommodate faculty preferred/desired classrooms.
- 16) Perceived 'ownership' of space interferes with/prevents other needed use of space.
- 17) As of July 2014 Board of Trustees meeting, a new position for an Associate Dean of Curriculum and Scheduling was approved.
 - a. Academic Scheduling will be moved to the new department.
 - b. New processes are in flux.

Process SC-01-002 Classroom Change Requests

- 1) Room change request process has lost structure over years with leadership changes. There is no sign-off on changes or anyone in office signs the form.
- 2) Event may be booked into academic space and overlap class times, making space unusable for class.
- 3) Internal recurring programs (termed 'events') may conflict with class scheduling; will work to change room assigned to event if possible.
- 4) Colleague classes (primarily science classes with multiple meeting time) are not consistently rolling into AstraScheduler.
- 5) Faculty/instructors will move classes to vacant classrooms without notice to Scheduling; may disrupt other scheduled classes or events.
 - a. Variety of class patterns cause room to appear to be available for the class, but it may only be for a short time period.
- 6) Would like to use a tiered system for scheduling or assigning schedule priority for academic classes, continuing education classes and other events.
- 7) Need to receive notification when rooms are taken off-line so that the information can be input into Colleague and AstraScheduler; notification especially needed prior to building initial term schedule.
- 8) Meadowlands campus maintains separate schedule grids for room assignments; Ciarco Learning Center maintains room assignments in shared Google calendar.
- 9) Meadowlands Campus and Ciarco Learning Center need to be built into the system and not use an independent process.

Process SC-01-003 Classroom Conflict Checking

- 1) Conflict reports pick up known double-booking (cross-listed courses)
 - a. The 100+-page report may contain only a few actual conflicts.
 - b. The naming convention of events cause the appearance of double-booking, as the activity is listed as both a class and an event.

Process SC-01-004 Media Technology Requests

- 1) Special software images are not stored in AstraScheduler or Colleague; Schedulers cannot accurately schedule classes requiring special software.
- 2) Smart board requests cannot be accommodated by portable equipment; need to resolve request by moving a class already assigned to the room with smart board but using the technology.
- 3) Smart room technology instructions disappear regularly from classrooms.

Process SC-01-005 Course Section Cancellation

- 1) If class is cancelled, senior faculty may bump more junior faculty from class assignments, and cause a cascade of classroom changes.
- 2) Section cancellation email comes from email account of Kim Makoe-Brown; she receives many student comments or replies regarding the cancellation despite information in the email to contact the Registration Office for assistance.
- 3) The batch update to AstraScheduler is picking up the cancelled classrooms in Colleague; however, the room assignments in AstraScheduler are not cancelled and appear to remain occupied. While the issue has been raised with AdAstra, the problem re-occurs randomly and requires ongoing software monitoring.
- 4) Need an alternate way to notify students of cancellations other than email; emails can be wrong or not checked, and students show up for cancelled class.

Process SC-02-001 CE Classroom Scheduling

- 1) Space assignment is not completed until a few days before event/class due to decision made by institution to allow academic schedule to be completed first.
- 2) Media Services has a large number of PET carts but is perceived to not want to serve non-academic classes.
- 3) Scheduling and Facilities Planner is placed in a difficult position of not being able to provide services as needed due to 'academic classes and needs first' policy.
 - a. Continuing Education needs are put on hold or moved out of room due to academic changes.
 - b. Scheduling staff is frustrated with many iterations of the same work.
 - c. Multiple start dates (4 for fall) for academic courses impact availability to schedule non-academic activities.
- 4) Delays in scheduling CE activities impacts relationships with instructors (many from outside of college), students and corporate sponsors.
- 5) Non-academic use of athletic facilities is not entered into Ad Astra. Instead, reservations are kept on Outlook calendars. We are working to correct this.
- 6) There is no central process for managing class cancellations for Continuing Education/non-credit activities.
- 7) Ciarco Learning Center uses Google Calendar to maintain classroom schedule; Continuing Education is considering use of Google Calendar to display room assignments to instructors and students.
- 8) Adult Education & ESL students must register in person; Continuing Education uses WebAdvisor Instant Enrollment.
- 9) Continuing Education requires office space and supply area for the Principal/Program Supervisor to oversee Summer HS, Kids and Teens, etc.
- 10) Public Safety is a source of public information and needs to know of any cancellations.
 - a. Also needs to know all assignments of activities in event of emergencies.
 - b. Often contacted by instructors to cancel a class.
 - c. Often contacted by users to open rooms.
- 11) There are no standard timelines for confirmations or for responding to 'clients' on whether the event can be held.

- a. Constraints include limited staff; possible need for part-time person at the Meadowlands to do scheduling and events.
- b. Meadowlands receives calls of frustration and there are no means of knowing where the request is in the queue or the status of a requested event.

Process SC-02-002 CE Classroom Conflict Checking/Changes

- 1) Instructors will use vacant rooms without checking availability or receiving permission.
 - a. Interferes with scheduled activity that may be starting later.
 - b. Interferes with nearby rooms (noise).
 - c. Public Safety not aware of the use, in event of emergency.
 - d. Buildings/Grounds need to clean up afterwards.
- 2) Would like non-emergency changes to be requested in advance and not the day of activity.
 - a. Adjunct Administration Office should be handling changes after hours.
 - b. Ender Hall Evening Office was not staffed during spring to resolve change requests/room conflicts.

Process SC-02-003 Adult Education/ESL

- 1) Adult Education/ESL cannot register on-line.
- 2) Ciarco tenant use of space is not reflected in Colleague/AstraScheduler with activity conducted in order to provide utilization reporting or in case of emergencies.

Process SC-02-004 Grant Program/Partners

- 1) Ciarco use of space for partners or grant programs is not reflected in Colleague/ AstraScheduler with activity conducted in order to provide utilization reporting or for Public Safety use in case of emergencies.

Process SC-03-001 Internal Events

- 1) Events (non-academic requests) are not entered into Colleague.
- 2) Previously used a form to request room set-up, and was required that the form be submitted.
- 3) Athletics and Theater maintain separate calendars to maintain schedules of games, practice, productions.
 - a. Other college staff cannot see scheduled activities.
 - b. Sometimes conflict with student project assignments.
- 2) Department events are sometimes 'discovered' by Scheduling Staff who notice a flyer in a hallway.
- 3) Attempts should be made to hold events at all campuses to involve all students/staff at all locations, or communicate to campuses for promotion of the event.
- 4) Events are communicated to Service Providers by a number of people, and frequently using different names for the same event.

Process SC-03-002 External/Rental Events

- 1) Events (non-academic) are not entered into Colleague to indicate use of space.
- 2) Previously, event organizers used a form to request room set-up to show arrangement of room, and the form was required to be submitted.

- 3) The Athletic Department and Theater maintain separate calendar systems for their facilities to record games, practices, productions, etc.
 - a. Other college staff cannot see scheduled activities
 - b. Reservations sometimes conflict with student project assignments.
- 4) Department 'events' are sometimes discovered when Scheduling staff notice a flyer in a hallway for an event not scheduled through the Scheduling Department.
- 5) Attempts should be made to hold events (Women's History Month, Black History Month, club events, etc.) at all campuses to involve all students and staff at all locations of the college, or to communicate the events at all campus locations to promote the event.
- 6) Events are not communicated consistently to Scheduling or other service providers by the same name or by the same event coordinator causing confusion and perception of conflicting reservations.
- 7) Emergency Procedure information has been provided by Public Safety to be shared with Event Organizers.
- 8) Part of event screening process is to ensure that the event is not in competition with college programs.
 - a. Vetting process is very informal and dependent upon individual's knowledge of college activities, not by committee review or master plan review.
- 9) Understanding Bergen offerings is critical in the development of relationships with other vendors and event organizers to promote Bergen as well as to stem competition to Bergen programs.
- 10) Efforts are underway to ensure that the Ciarco Learning Center follows the current Memorandum of Understanding process and pricing model.
- 11) Ad hoc meetings, primarily by business partners at the Accelerator, are not always recorded in AstraScheduler or Colleague to capture usage frequency for space utilization reports.
- 12) It is unclear how the Ciarco Learning Center records events in the system; paperwork/agreements for events are not consistent with the rest of the College locations.
- 13) There is no current process for communication of dignitary visits at events; currently working on policy for this.
 - a. Also, no current process for handling requests from the Board of Trustees or Friends of Bergen College.

Process SC-03-003 Meadowlands Events

- 1) None noted.

Process SC-03-004 Memorandums of Understanding

- 1) None noted.

Process SC-03-005 Theater Event Scheduling

- 1) None noted.

Process SC-03-006 Receive Event Payments

- 1) The event name is not included on the check but is included in the cover sheet with the invoice. Accounts Receivable would find it helpful to have event name on check.
- 2) Would like a better process to confirm Continuing Education payments; currently, the credit card number is cut from the form and copied. Would like to provide only a confirmation copy of credit card payment received to Manager.

- 3) Use of EventBrite is coordinated by Manger, Events Planning to provide on-line payment for some events.
 - a. The payment notice is received 30-60 days after the event, and is shared with the Bursar to verify payment amounts are correct.
- 4) Most external clients comply with requests and requirements for use of college space.
 - a. Internal processes are not always clear to Event Schedulers/Planners to be efficient or to provide information to clients.
- 5) Events/activities are not managed through a single scheduling calendar; users do not have up-to-date information on which to base decisions.