

Lean Six Sigma Green Belt Mini-Project for ITP 303

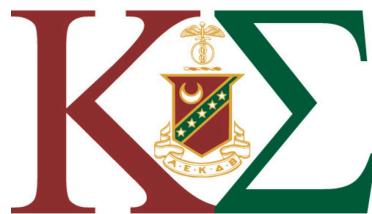
Project Title: Attendance Improvement Rate

7/29/19-8/30/19

prepared by Raghav Arora
raarora@calpoly.edu, 805-743-7349



This project aims to improve the attendance recording process of the Kappa Sigma Fraternity in order to attain a 99% recording success rate to save time and thus money for the fraternity.



Overall recording of attendance is not efficient in terms of quality and time.

Kappa Sigma Fraternity

Kappa Sigma President: Kevin Vartan, kmvartan@calpoly.edu

Release: This report may be used as an example for future lean six sigma classes. It may also be used in whole or part in research publications with proper attribution.

EXECUTIVE SUMMARY

Kappa Sigma is a nationally recognized fraternity who Nu Alpha chapter is present at Cal Poly San Luis Obispo. It is part of the interfraternity council here and hosts over 70 active members plus 6 members on the executive council. The activities that we do include, community service events, fundraising projects, pledge process, chapter meetings. Thus, our most if not all of our activities are event like and require good attendance and therefore a good attendance recording process.

The current attendance recording process is a five-step process that involves students entering and getting seated, call for meeting to begin, a security code being displayed on projector screen, brothers virtually entering code on cellular devices and finally attendance is recorded via GIN software. The process, however, is too slow and also inaccurate as the number of brothers in presence is generally different to what is recorded. It is necessary for Kappa Sigma fraternity that attendance is measured accurately and timely, thus I decided to observe and improve this process using the insights from lean six sigma.

The main insights I gathered from my investigation were that my process had 5 major steps and was an overall lengthy process with step 4 taking the longest. Moreover, I learnt that the recording process was also inaccurate continuously with the major problem being brothers not in attendance being recorded as present. The regression analysis showed that that these two issues, a lengthy time and increased inaccuracies/defects had a strong positive correlation.

I decided to analyse and improve the main problem causing inaccuracies, which was brothers who were absent being recorded as present. Furthermore, by decreasing the number of defects, we could further decrease the process time as well. The cause and effect diagram showed that there were many causes to the problem, however the solution selection matrix showed, implementation of a new software would be most advantageous. Lastly the corrective action matrix and project closeout provided steps to implement the solution, and the best practices tool allowed for transfer of information for the masses.

I chose to analyse this process as proper recording of attendance is key for our events because it allows Kappa Sigma to know which brothers are active or not. Moreover, the project helps decrease process time which additionally saved the organization money as stated in the project charter.

RECOMMENDATIONS

- Follow the guidelines available on the corrective action matrix to implement the solution perfectly.
- Make sure to measure the progress of the new solution and present the information to chapter, nationals and IFC.
- Get feedback from brothers and nationals on further improvements and thus reinstate the process when required.
- Kappa Sigma executive council to hold quarterly meetings reflecting on the attendance process.
- Use the improved process to motivate other improvements in the organization.

ELEVATOR SPEECH

- *My name is Raghav Arora*
- *The organization I worked with for my LSS Mini-Project was Kappa Sigma Fraternity*
- *My improvement project focused on their attendance process.*
- *The problem with the process is that it is not efficient both in terms of quality and time*
- *In order to tell whether the problem is reduced or eliminated I measured the number of brothers in attendance successfully in a given time frame.*
- *My analysis showed that the root cause of the problem was the process used to record attendance was slow and inaccurate.*
- *To address the root cause, I recommended that the organization change its attendance recording process and use different digital technology in doing so.*
- *One of the key learnings from this project is that how much time and thus money can be saved when a process is efficient.*

TOOL PLAN OUTLINE

Define

1. Tool – Project Charter
2. Tool – SIPOC Map

Measure

3. Tool – Histogram/Bar Chart
4. Tool – Pareto Analysis

Analyze

5. Tool – Regression Analysis*
6. Tool – Cause and Effect Diagram

Improve

7. Tool – Solution Selection
8. Tool – Corrective Action Matrix

Control

9. Tool – Project Closeout
10. Tool – Best Practices

DEFINE

Tool 1: Project Charter

Why Tool Selected: The first step of the DMAIC process is define. The project charter is a great tool to define the problem at hand. It helps provide direction to the project by providing a general description, while also answering questions regarding the organization, mission, problem, scope, goals, process and customer of the project. Moreover, the charter helps define a timeline to assist the completion of the project. Overall, the project charter helped me organize my ideas clearly in a realistic and timely manner.

PROJECT CHARTER

Project Name: Attendance Improvement Rate	Business/Location: Kappa Sigma Fraternity- 1810 Hope Street
Team Leader: Raghav Arora- raarora@calpoly.edu	Champion: Kappa Sigma President: Kevin Vartan- kmvartan@calpoly.edu
Project Description/Mission: Improve recording attendance success rate to 99% to meet Kappa Sigma attendance quota better.	
Problem Statement: Overall recording of attendance is not efficient in terms of quality and time.	
Business Case: This project is important because poor attendance recording has been affecting several aspects of the fraternity ranging from revenue collection, funds raised, new member initiation and general decision making. The monetary value lost ranges from \$3000-\$5000 every quarter.	
Deliverables: New attendance check in system. New entry to bylaws Improved participation techniques New regulation system Improved database	Goals/Metrics: Attendance success rate of 99% Creation of new attendance check in system Cutting Operation Costs by 30% Increasing revenue by 60%
Process & Owner: Attendance recording process. Owner is the Scribe of Kappa Sigma	
Project Scope Is: The scope is geographically limited to Cal Poly SLO, Kappa Sigma organization. It includes the attendance recording process. It also includes budgeting and the J board committee. The scope also ranges into the philanthropy, fundraising and pledge education committees. The scope of the project lies under the Electoral Board.	
Project Scope Is Not: The scope is not how many brothers are in attendance but how successfully the attendance is monitored.	
Key Customers: Kappa Sigma Nationals Kappa Sigma Members Cal Poly IFC committee	Expectations: 99% Attendance Success Rate Attendance Check in System Cutting Costs by 30% Increasing due revenue by 60%
Milestones: Project Start: 07/29/19 Define Phase Measure Phase Analyze Phase Improve Phase Control Phase Project Completion: 8/30/19	Completion Dates: 7/31/19 8/5/19 8/11/19 8/19/19 8/26/19

Expected Business Benefits:		Quantify		Explanation
		1-Time	Annual	
 Hard Cost		\$4,000	\$15,000	
 Soft Cost				
 Revenue				
 Speed				
 Compliance				
 Intangible				
Team Members:		Kevin Vartan, Samuel Wuellner, Donato Di Fernando, Ethan Sanchez, Benjamin Resnick		
Expected Resource Needs (Internal/External):		Historical attendance data, Older Database, \$100 for new attendance recording system, \$500 for participation reinforcement, Logbook		
Risk Assessment:		Availability of funds and materials needed		
Prepared By:		Date (Last Revision): 8/25/19		

Interpretation: The project charter really helped me narrow in on the problem of the process and why it was necessary to improve. Moreover, the charter helped me clearly define what the actual process was. In this case it was the attendance recording process. Also, the project charter helped me keep myself on track by providing a timeline to follow for each stage of the DMAIC process. Most importantly, the charter also helped me stick to my goals of improving the attendance process of Kappa Sigma to a 99% success rate.

Tool 2: SIPOC Map

Why Tool Selected: The SIPOC map helps define the main steps of the process in detail. Moreover, it helps distinguish the suppliers and customers for each step of the process. Also, it provides the inputs required and outputs available for each process step. Overall, the SIPOC map gives a visual representation of the entire process, thus allowing one to focus on the specific areas to improve.

SIPOC Diagram

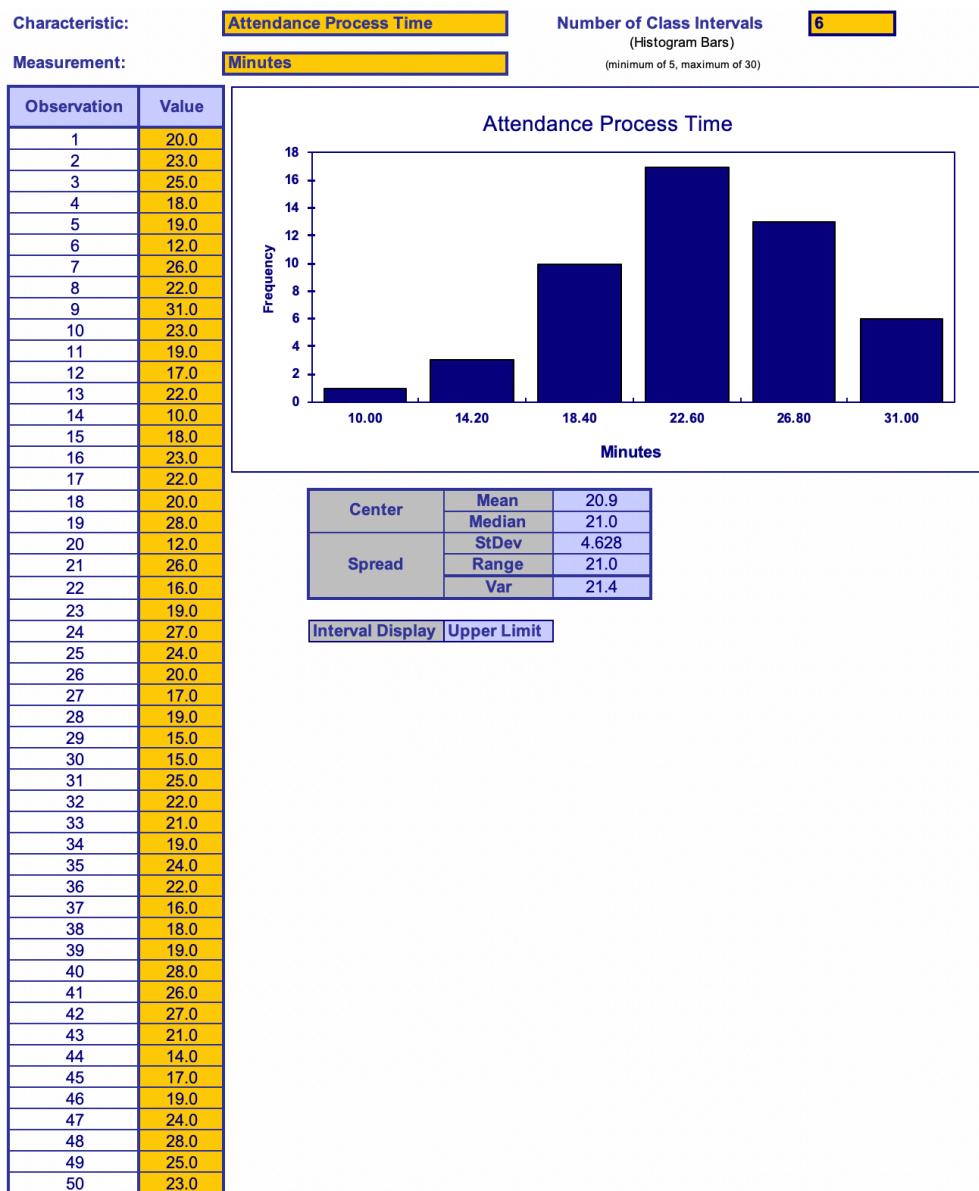
Suppliers	Inputs	Processes	Outputs	Customers
Who supplies the process inputs?	What inputs are required?	What are the major steps in the process?	What are the process outputs?	Who receives the outputs?
-Kappa Sigma Scribe	-Empty Classroom	Walking into classroom and getting seated	-Chapter Meeting Setting	-Kappa Sigma Brothers
-Kappa Sigma President	-Time Check -Gavel	Call for meeting	-Meeting begins	- Kappa Sigma Brothers
-Kappa Sigma Scribe	-Display Screen -GIN Software	Attendance code is created and displayed	-Code availability	- Kappa Sigma Brothers
-Kappa Sigma Brothers	-Cellular Device -GIN Software -Code	Code is virtually entered	-Attendance can be recorded	- Kappa Sigma Scribe
-Kappa Sigma Scribe	-GIN Software -Excel	Attendance is measured and recorded	-Attendance Report	-Kappa Sigma Executive Board -Kappa Sigma Nationals

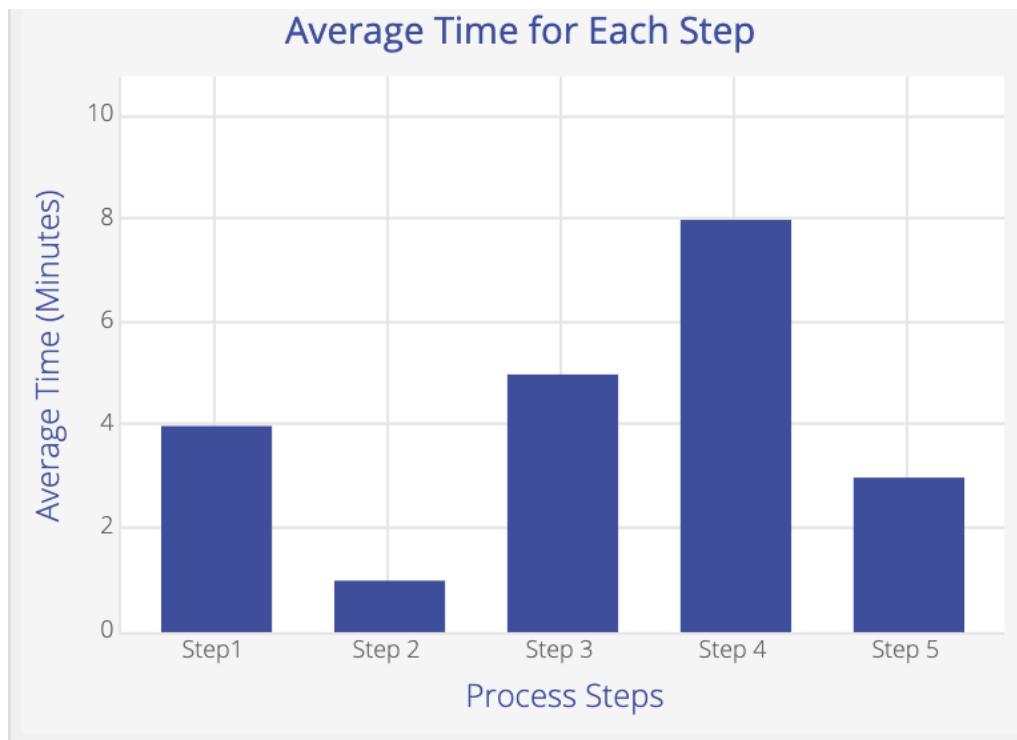
Interpretation: The most important aspect of the SIPOC map was to clearly depict the steps in the attendance process of Kappa Sigma. Moreover, it provides a visual representation of the suppliers, customers, inputs and outputs for each step of the process. This helped me understand who is in charge of each step of the process and who all are affected by it. Moreover, the inputs required allowed me to check the materials needed for each step, whereas the outputs available showed why each step was useful. Finally, by separating each step of the process in this manner, I was able to focus on the specific aspects that needed improving. With regards to this project, I figured out that steps 3 and 4 needed most improvement.

MEASURE

Tool 3: Histogram/Bar Chart

Why Tool Selected: Charts such as histograms are bar graphs aid with the visual presentation of data. While histograms arrange numerical data, bar charts can be used to represent categorical data. Histograms help classify data better and also help see and reduce variability using shape, size, center and dispersion. I chose to create a histogram to measure the attendance process time, meaning how long it takes for one attendance process. I chose to create the bar chart to measure the average time it takes for each process step. Lastly, the histogram helps measure reliability.

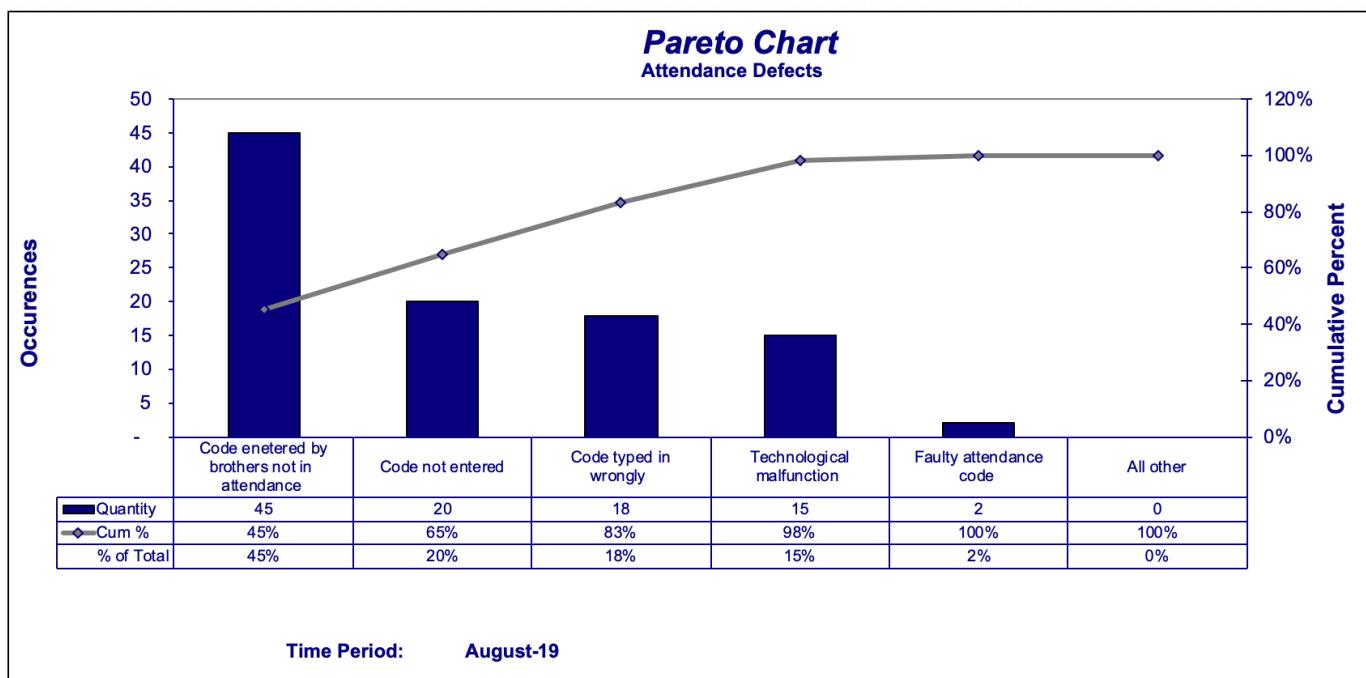




Interpretation: The results of my histogram showed that the attendance process follows a normal distribution as it is bell shaped. The mean of one attendance process is 20.9 minutes, which is fairly long. There is also a considerable variation of 21.4 minutes showing the data is not very reliable. The results of the histogram made it certain that the process is way longer than it should be, as data proves that the process can be completed in under 12 minutes when efficient. The results of the bar char charts showed that step 4 of the process generally takes the longest, with step 3 and 1 coming close. This allows me to focus my attention on steps 3 and 4 mostly when trying to improve Kappa Sigma's attendance process.

Tool 4: Pareto Analysis

Why Tool Selected: Another aspect of the measure phase of the DMAIC process is determining the root problem of a process. The pareto analysis is a great tool for this, as it helps distinguish different problems and their affects to the process. Moreover, the pareto analysis singles out the most damaging problem of the process, and as an expert lean officer, this is what should be tackled first. In this way, the pareto analysis helps focalize the root problem. As the attendance process has several limitations, I strategically chose the pareto analysis to find the biggest problem.



Interpretation: The results of my pareto chart show that the main problem of the attendance process is that brother who are not in attendance, end up getting their hands on the code and enter it to mark themselves present. This is evident, as this category is situated on the left-most of the chart, with the highest frequency and lowest cumulative percentage. This is, therefore, the root problem of Kappa Sigma's attendance process, as this defect accounts for 45% of the problem. Moreover, this data falls under step 4 of the attendance process, which is the most time-consuming step as shown in my bar chart. This helps me further determine that step 4 of the process is in need of major improvement.

ANALYSE

Tool 5: Regression Analysis

Why Tool Selected: The next step of the DMAIC process is to analyse. From the previous data gathered in the measuring phase, it was clear that inaccurate recording of attendance was a major problem, especially with regards to absent brothers obtaining the attendance code and marking themselves as present. Moreover, it was also observed that this problem fell under step 4 of the attendance recording process which was the timeliest step in relation. Thus, I decided to conduct a correlation analysis using the regression model, in order to find a relationship between the number of defects (IV) and the amount of time (DV) the process took. The regression analysis not only determines the possibility of a relationship but also provides the degree of relationship (r value) and the variability (r^2 value) between the two variables. By determining a relationship between the number of defects and the time it took for the process, one could focus on a singular problem, while improving the other as it goes along.

Regression Model

$$\text{Attendance Process Time (Minutes)} = 14.83 + (3.073) * (\text{Defects})$$

Regression Statistics

Correlation Coefficient, R	0.9245
R Squared	0.8547
Adjusted R Squared	0.8517
Count	50

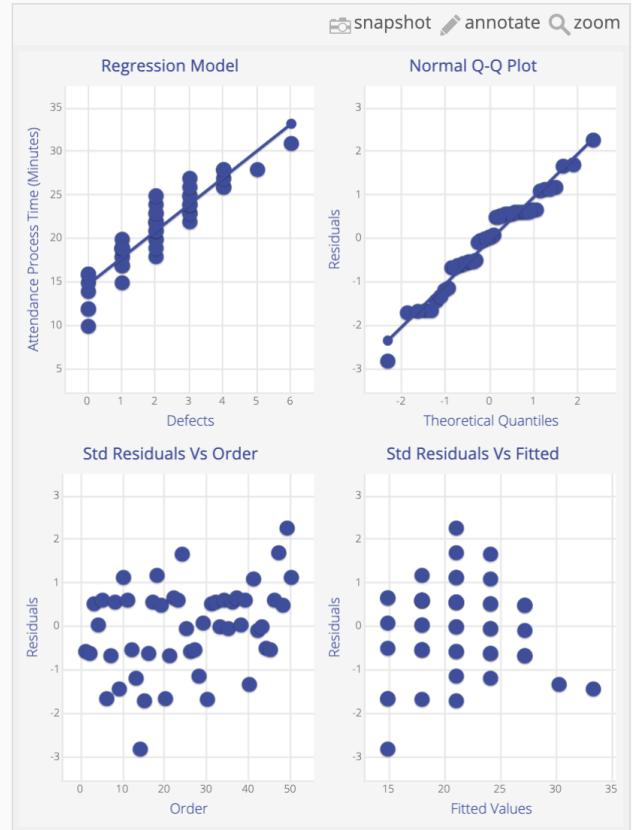
Coefficient Table

	Estimate	Std. Error	t value	p-value	95% CI (lower)	95% CI (upper)
(intercept)	14.83	0.4412	34	0	13.97	15.7
Defects	3.073	0.1829	17	0	2.715	3.432

ANOVA

	DF	Sum Sq	Mean Sq	F value	p-value
Regression	1	897.213	897.213	282.4625	0
Residuals	48	152.467	3.1764	NA	NA
Total	49	1,049.68	NA	NA	NA

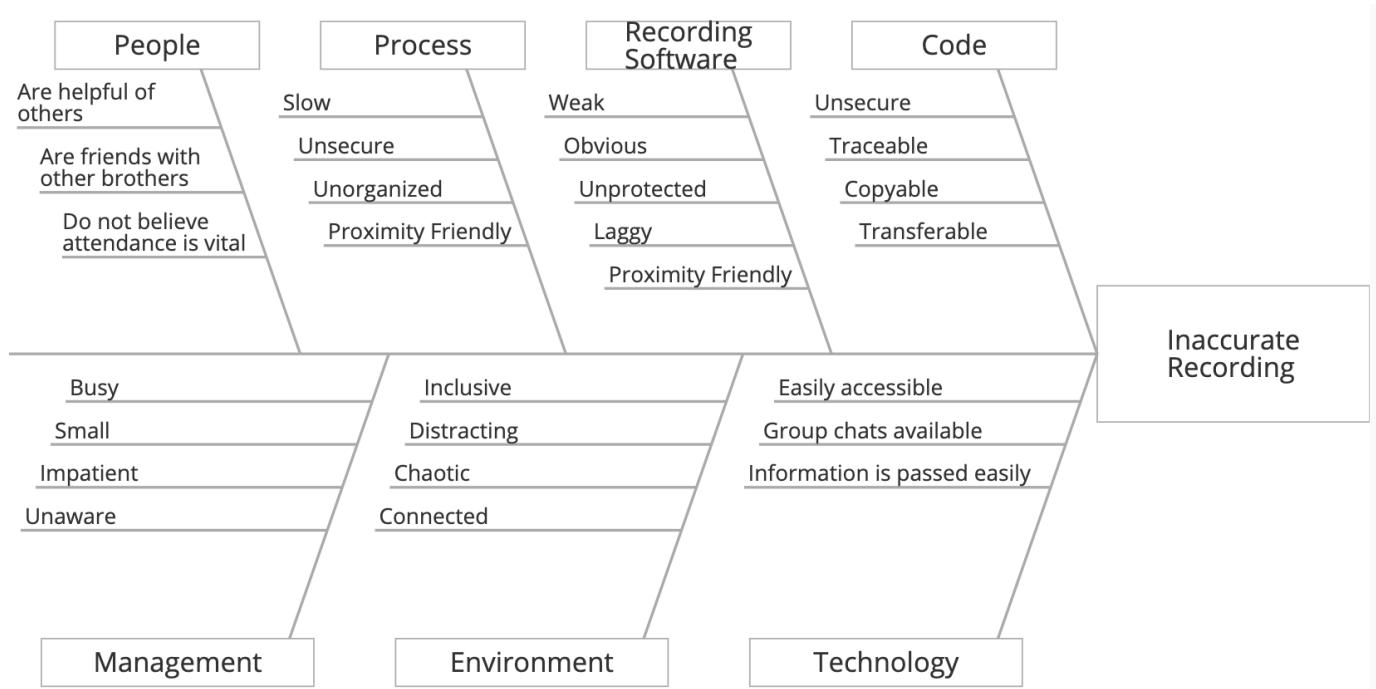
Charts of Attendance Process Time (Minutes)



Interpretation: The results of the regression analysis show that there is in fact a strong positive correlation between the number of defects and the amount of time it took the process. As the number of defects increase, so does the amount of time. This is evident by the regression model chart having an upward slope. Moreover, the correlation co-efficient is high at 0.9245, meaning the relationship is very strong. Moreover, the adjusted R squared value, shows high variability between the two variables as well. This allows us to consider two problems as one, because improving one variable would in fact improve the other significantly. However, it is important to note that the sample size plays a big factor because generally as the sample size increases the number of defects as well as the amount of time will go up.

Tool 6: Cause and Effect Diagram

Why Tool Selected: In the analyse section of the DMAIC process, I chose the cause and effect diagram which is also referred to as the fishbone diagram. Previously, I observed that the root problem of the process was inaccurate recordings, specifically with regards to absent brothers being recorded as present. In order to find the cause of this problem, I created a fishbone diagram. Additionally, the fishbone diagram helps represent categorical data visually. It provides an education for the whole organization and promotes ‘system thinking’. Lastly, fishbone diagrams prioritize additional analysis and corrective action.



Interpretation: The results of the fishbone diagram show that the problem has many causes that flow all throughout the organization. This includes friendly and inclusive brotherhood, unaware and small management, slow and unorganized process, obvious and proximity friendly software, unsecure and transferable security code and easily accessible technology, through which information is leaked at remarkable speeds. Though the fishbone diagram provides many causes to the problem, it can also be utilized to focus on one cause that helps eliminates the entire problem. Though I could pick any of the causes and make them airtight, I believe improving the recording software will eliminate the problem of inaccuracy at hand completely.

IMPROVE

Tool 7: Solution Selection

Why Tool Selected: In the improve section of the DMAIC process, I wanted to select the best solution going forward. Thus, I chose the solution selection model which judges different solutions based on the criteria at hand. The solution with the highest rating is the ideal solution. The solution selection manner allows for ease of choice between different solutions.

Solution Description	Technical Feasibility	Investment	Process Time	Product Performance	Development Time	Ease of Use	Total sum of weight x rating
Roll Call Check In System	2	5	1	3	5	4	14.25
New software with proximity monitoring and timed attendance	4	3	5	4	3	4	16.9
Scannable Virtual Code	2	3	4	4	4	4	16.2
Increased Management Supervision	2	5	2	2	5	3	13.5
Bar Code Reader on entrance	2	3	3	4	4	4	15.2

Interpretation: The results of the solution selection show that adopting a new software that includes a proximity monitor and timed attendance is the best solution possible. This is because it rates higher than all other solutions in terms of the process time, performance, ease of use and technical feasibility. This is essentially because, instead of completely changing the process, this solution adds to what is already in place making it cost effective and quite feasible to implement. Although, scannable virtual code was a close second, it was not very technically feasible and would require the implementation of a new process.

Tool 8: Corrective Action Matrix

Why Tool Selected: The corrective action matrix was chosen in order to implement the solution chosen above smoothly. It allows one to distinguish tasks required by actions, person responsible, target date, effectiveness and current status. It allows for visible actions plus helps delegate tasks to different officers. It basically provides a clear plan for the implementation of a solution.

Team Name:	Kappa Sigma Fraternity	Revision Level:			
Team Leader:	Raghav Arora				
Date:	8/20/19				
Reference Number	Action	Person Responsible	Target Date	Effectiveness	Current Status
1	Research software available that meets requirements	Benjamin Resnick	8/22/19	Allows Kappa Sigma to get the best product for the cheapest price. One that meets all requirement	Completed
2	Budget dues to purchase software	Donato Di Fernando	8/25/19	Allocate budget in order to cancel previous software subscription and using funds from dues to purchased new software.	Completed
3	Purchase software	Kevin Vartan	9/7/19	A newer more efficient software will be available for use	In Progress
4	Hold software training seminars	Benjamin Resnick	9/15/19	Allows executive committee and board members to get familiar with the software.	Not Started
5	Hold software presentation at chapter	Sam Wuellner	9/20/19	Allows brothers of the fraternity to get familiarized	Not Started
6	Implement software into the curriculum	Kevin Vartan	9/25/19	Enables the new attendance process to slowly replace the older.	Not Started
7	Measure progress through improved success rate and decreased process time	Kevin Vartan	10/15/19	Allows members and executive board to keep track of change and improvement	Not Started

Interpretation: The corrective action matrix acts as a checklist for all tasks required to be completed in order to implement the chosen solution. The results of the matrix show that 7 unique actions are required with 4 different officers in charge. Moreover, the matrix provides target dates which helps with accountability in the workplace. It also shows the effectiveness of a given task and thus why it is important to the process. Lastly, the matrix provides the status of the action which helps with measuring the progress of the implementation process.

CONTROL

Tool 9: Project Closeout

Why Tool Selected: In the last step of the DMAIC process, I chose the project close out tool in order to determine and record the action required to sustain and maintain the chosen solution. Moreover, the project closeout also provides a description of the requirements for ease of read, the target for the requirement, the value reached and the date of the action. Additionally, the tool provides a standard of work through goals and rules. Lastly, the project closeout ensures that the improvements made are sustained to be effective for the future.

Date:	8/30/19			
Project Name:	Attendance improvement rate			
Project Description:	Improve the recording of attendance to a success rate of 99%, while also decreasing process time			
Project Manager:	Raghav Arora	Phone: 805-743-7349		
Project Sponsor:	Kevin Vartan			
Customer Contact:	Kappa Sigma Fraternity	Phone:	N/A	
Requirement	Description of how the requirement is measured	Target	Value	Date
Research software available	A formal report of the research with decision must be presented to the President of Kappa Sigma	Find the best software available that has proximity monitoring and meets other requirements. Moreover the software researched must be cost effective.	The best possible software has been selected. It is the BizRun software.	8/22/19
Budget dues	Presentation will take place at the Executive Counting meeting where the budget will be confirmed	Have enough money to fund events for fall quarter and purchase chosen software.	The budget selected was \$120 per quarter. This allows Kappa Sigma to fund events as well.	8/25/19
Purchase software	Software will be available for download	Purchase best possible option as the software.	TBA	9/7/19
Hold software training	Physical training will be carried out for the Executive Council	All of the executive council members learn the software.	TBA	9/15/19
Hold software presentation	Presentation will take place on the third week of fall at Kappa Sigma chapter meeting	All Kappa Sigma brothers are familiarized with the new software	TBA	9/20/19
Implement software into curriculum	Software will be put into the bylaws as the attendance process.	Software should be implemented permanently after fall quarter.	TBA	9/25/19
Measure and record progress	Reports will be presented at EC meetings and chapter	Recording success rate reaches 99% and process time is decreased significantly.	TBA	10/15/19

Signature Block
Project Manager: Raghav Arora

RAGHAV ARORA

Date:

8/30/19

Customer Representative

KAPPA SIGMA FRATERNITY

Date:

8/30/19

Interpretation: The results of the project closeout helps illustrate the necessary actions required to maintain and sustain the improvements made through our solution. Though most of the actions are still in process, the first two show that the organization is following the timeline and delivering target results. This can be seen the value section of the closeout. Ultimately, the project closeout helps inform the future generation of the improvements made, thus allowing them to sustain over time for future Kappa Sigma use. It essentially provides guidelines for success through a dated timeline.

Tool 10: Best Practices

Why Tool Selected: Best practices help an organization understand the mistakes of the past and show them improvements that are meant to be sustained for the future. The best practices allow different organizations in similar business environments to adopt certain better policies from other companies. My idea for this tool is to send a copy of my attendance improvement report to the president of Kappa Sigma, the Nu Alpha chapter of Kappa Sigma, Kappa Sigma nationals and the interfraternity council of Cal Poly. This is sent after the permission of Kappa Sigma president Kevin Vartan. This allows for other fraternities to adopt our attendance improvement process, while also helping sustain our solution for the future.

To  Kevin Michael Vartan X

Cc

Attendance Improvement Report

 Mini-Project-Arora.docx

Hi Kevin,

This is the attendance improvement report for Kappa Sigma 2019. I believe we should use this report as our best practice and allow the Nu Alpha chapter, Kappa Sigma nationals and IFC to adopt out policies by sending a copy of this report to them.

Thanks,
Raghav Arora |

Interpretation: This tool basically allows for the sustenance of the solution for future generations. By letting our best practices be available to all fraternities through sending a report to Kappa Sigma nationals and Cal Poly's interfraternity council. This would allow for transfer of information on how to improve a fraternity attendance process rapidly. Moreover, by providing our best practices to the masses, the overall attendance process will be further improved with other organizations knowledge. Overall, it would create a better system for all.

APPENDIX

Shingo Model Assessment

This data supports the work of Central Coast Lean in building a community of lean practice.

* Required

Applicability Information

Provide some information on the organization (e.g. Company, department, area, team) to which this assessment applies.

Organization name (optional)

Raghav Arora

Activity Identifier (i.e. LSS project, workshop, forum, Summit, survey, other)

- LSS Green Belt Project
- LSS Black Belt Project
- LSS Mini-Project
- Forum
- Summit
- Workshop
- Lean community survey
- Other: _____

Industry *

Inter-fraternity Council

Level *

- Entire organization
- Division
- Department
- Function
- Team
- Other: _____
-

Dimension 1: Cultural Enablers

Rate your agreement with each statement based on your organization's cultural enablers.

On-the-job coaching in lean practices is a daily part of our organization's culture. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Formal lean training and education are ongoing and updated. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

There is a process of flow where suggestions are processed quickly and feedback is received by the originator. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Our organization has a safe and clean workplace where safety and environmental standards are continuously improving. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Our organization's recognition system focuses on performance that encourages ideal behavior and is frequent, timely and specific. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Dimension 2: Continuous Process Improvement

Rate your agreement with each statement based on your organization's continuous improvement process.

Our current state and future state is an ongoing continuous cycle that is actively pursued with a visual, detailed action plan and timeline. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Our standards and work instructions are simple and visual for all work processes. They are routinely updated with improvements and are followed with regard to timing and sequence. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Managers and supervisors routinely observe the actual process in order to gather factual data to understand the problems and opportunities. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Our improvements are made by following a scientific method (PDCA, DMAIC, or A3 thinking). There is a coaching process in place for problem-solving and problems are addressed in the lowest possible level of the organization. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

All problems, defects and abnormal conditions are signaled and stopped immediately at the point of occurrence and the root cause is pursued. *

1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

Dimension 3: Enterprise Alignment

Rate your agreement with each statement based on your organization's enterprise alignment.

We have a structured process for aligning goals and strategic priorities that is simple and visible at all levels of the organization. *

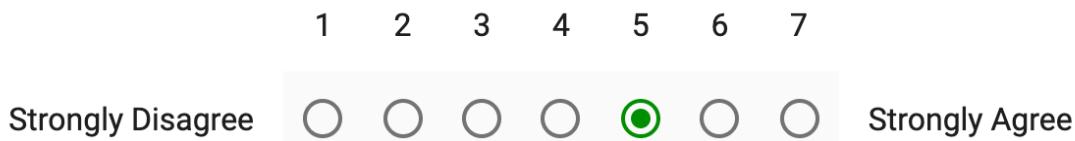
1 2 3 4 5 6 7

Strongly Disagree Strongly Agree

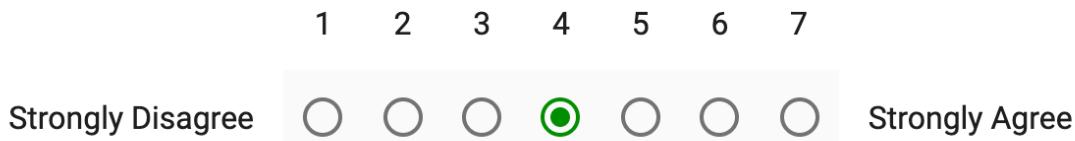
Leaders hold to guiding principles through hard times. *



Support functions are seamlessly integrated to aid operations in creating value. *



Information systems provides a direct flow of pertinent information that is easily accessible and usable across the extended enterprise (no shadow systems or spreadsheets). *



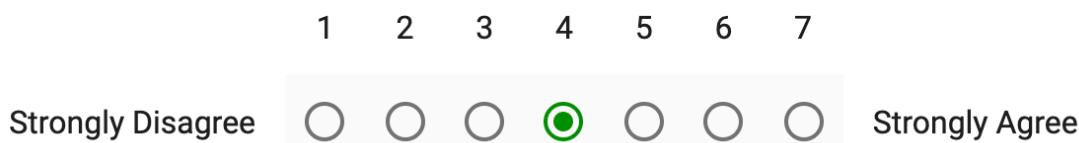
Leaders and managers have a standard work process that enables them to monitor and maintain company alignment. *



Dimension 4: Results

Rate your agreement with each statement based on your organization's measurement system.

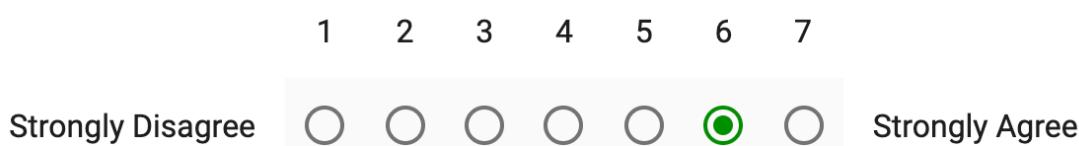
Measures are simple and there is a common understanding of what is measured and why it is measured. Measures are directly tied to the organization's overall objective. *



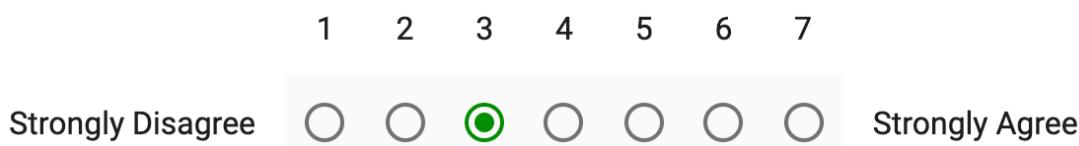
Measures are used to drive improvements. *



Performance measures drive the right behaviors. *



Tracking boards are routinely used for open discussion and feedback so that adjustments can be made. *



Principles, systems and tools are aligned to help achieve performance targets. *

1 2 3 4 5 6 7

Strongly Disagree

Strongly Agree

Other comments

Your answer

Identification Information (optional)

This information allows Central Coast Lean to contact you for clarifications or to share summary data (anonymous) feedback.

First Name (optional)

Raghav

Last Name (optional)

Arora

Email (optional)

raarora@calpoly.edu

SUBMIT

Page 1 of 1