­IT Staffing & Organizational Assessment

Conducted for   
State Center

Community College District

*Confidential Report*

prepared by

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This report summarizes findings from the IT Staff Assessment conducted for State Center Community College District from November 12, 2013 through November 15, 2013. The report covers the evaluation of IT managers and key support staff, IT organizational structure, and IT staff readiness. Bill Ouchark and I interacted with key users and stakeholders giving CampusWorks insight as to the level of service provided and the level desired by the user communities. Additional detailed findings on service levels are also referenced in the CampusWorks Security Review.

**Summary and Recommendations**

Overall the IT staff has the best interest of the District in mind; however, their actions often do not support an integrated approach to meeting the business needs of the District. A consistent customer service culture is absent in IT. The staff has an “inside out” mentality, which means they consider user requests from the IT perspective, not the student, faculty or staff perspective. There appears to be a willingness to improve service to the District office and college communities although the management team seems unable to provide the leadership to do so. Poor, and at times, no leadership is the core issue that must be addressed. Improvement can be achieved with training to develop technical skills in contemporary technologies, skills in basic supervision and customer service.

To build an IT organization capable of helping the District and its college communities cross the chasm between their current technology position to where they must be to thrive and to support student success, training and focused mentoring must be augmented with organizational change. The following key actions are recommended.

* Establish a District Vice Chancellor of IT with access to the Chancellor’s cabinet. The CIO/Vice Chancellor should have authority for all IT.
* The VC for IT should quickly establish a Chief Security Officer position at the District level that supports the college communities as well. [The CampusWorks Security Review further supports this recommendation.]
* Combine equipment and personnel resources for the District office and Fresno City College.
* Coordinate a business process review and Colleague reimplementation with the SQL migration.
* Establish a management structure under the Vice Chancellor of IT and provide each manager with leadership training and mentoring.
* Using the recently developed IT committee structure, build trust through open, two-way communication and collaboration between IT and all key components of the District.

CampusWorks recommends a centralized organizational structure that supports the District, the colleges and centers. This recommendation is based on CampusWorks professional opinion that the widespread IT needs for the district, its colleges and centers can best be met by effectively managing a skilled pool of resources with a strong commitment to client service. Our recommendation is further supported the Educause Core Data Services results published January 2013 and based on input from 112 Associate Degree-granting institutions.

Following are the Educause results as reference

* + 58% Institutions whose highest-ranking IT officer is on presidential cabinet
  + 100% Central IT staff as a percentage of total institutional IT staff
  + 8% Student workers as a percentage of central IT staff
  + 3% Central IT staff as a percentage of institutional employees (faculty and staff)
  + 5% Institutions that have outsourced most of their IT staff
  + $625 Spending per central IT staff on training/conferences/seminars and travel

The number of recommended positions includes positions located at each of the remote locations where a system of periodic rotation can ensure overlap and exchange of knowledge and act as backup for vacations and other short and long-term absences.

**Expected outcomes and benefits of these recommendations**

* Strategic alignment of institutional goals, not just operational and equipment lifecycle focuses
* Introduction of IT leadership focused on keeping college leadership & community informed, engaged, and focused on strategic objectives & goal attainment
* Centralized policy development and dissemination (key!)
* Introduce emphasis on security & compliance practices and methodologies
* Eliminate existing duplication of effort within departments
* Reinvestment of resources saved through eliminating duplication of effort on more important strategic project efforts (improved ability to move the ball)
* Consolidate and focus management on key areas including staff development, customer relationship management, policy/procedure development
* Maximize available technical strengths and "untapped potential" (focus strengths on solving problems District-wide as opposed to just in areas where resources are available, i.e. eliminate "have and have not" situations that exist between campuses due to historic, cultural, or perceived funding-related reasons)
* Overcome turf squabbles, refocusing conversation on best interests of District, maximizing strengths, and leveraging all available resources as opposed to who controls funds and possesses technical strengths (e.g. disaster recovery, common technologies)
* Achieve cost savings through combining efforts, leveraging common technologies, economies of scale, etc.
* Provide common & uniform Help Desk support, but still maintain important local relationship development and identities where important/needed
* Provide and bolster needed academic focus (classroom/instructional technologies & design, faculty relationship development & technology competency development)
* Re-align administrative ERP support to meet strategic goals

These changes will send a powerful message to the entire community that the District is seriously committed to improving the level of service to its students, faculty, and staff

**Conversations with a sampling of faculty and staff**

In addition to detailed interviews with the IT management team, the CampusWorks team interviewed a number of faculty and staff. The common themes from these conversations were:

* Poor communications and slow service from the IT department
* IT project requests are often met with “no” “don’t have the resources”
* The portal needs more attention to meet expectations

Several additional comments were:

* “Told we can’t do that with little or no explanation”
* “Don’t have the resources to do that”
* “Very little contact or feedback on requests”
* “Work requests don’t get responses”
* “System response time is slow”
* “Need more classroom technology”
* “Bandwidth and wireless weak in some areas”
* “Better help desk service if you have the rank”
* “Trust of the IT department is low”
* “Answer is often “no” for IT project requests”
* “Don’t use them [IT]”

Individuals interviewed:

* + Brian Speece
  + Christine Miktarian
  + Bruce Hartman
  + Glen Foth
  + Carl Simms
  + Ed Eng
  + Tony Cantu
  + Diane Clerou
  + Greg Taylor (telephone)
  + Teresa Patterson
  + George Railey
  + Deborah Ikeda
  + Samerah Campbell