Information Technology Assessment First Look

State Center

Community College District

December 4-9, 2011

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About CampusWorks Inc.

- Founded in 1999

- Exclusive Focus on Community Colleges

- Technology Management Services

- Executive Advisory Board

- CWI Experience, People, and Client References

- CWI Scope of Services

- CWI Best Practices Core Competencies

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Assessment

Overview

- Conduct an overall assessment of Information Technology at SCCCD.

- Provide Executive Team with preliminary findings and recommendations for IT strategy and vision.

- Provide follow up presentations to College Community and others.

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Assessment Process

- Collect and review requested documentation

- Interview administration, faculty, and staff

- Analyze data against CampusWorks' distinctive practices and industry standards

- Identify gaps

- Recommend actions

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General Observations

- Fair number of participants in the variety of focus groups and sessions
- Tours of colleges and at least one center
- High degree of participation
- High level of commitment to the institutions and its students
- Concern about resources
- Desire to see results

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Assessment Components

- Administrative Systems

- Academic Technology

- Network and Infrastructure

- Desktop Computing

- Staffing

- Planning

- Decision-Making

Distinctive Practices

Key Principles

- Stewardship
- Discipline
- Systems

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Community College Technology Best Practice Snapshot

- Mature technology governance and seasoned executive-level leadership

- Integrated administrative system with a continuous process improvement approach

- Documented policies and procedures reflecting compliance and system utilization

- Widely adopted course management system

- Regular, predictable, funded life cycle replacement strategy

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Community College Technology Best Practice Snapshot

- Robust, stable, secured network environment
- Integrated email and calendaring systems, for faculty, staff and students
- Comprehensive storage, backup and data security
- Solid technology plans with budgetary support
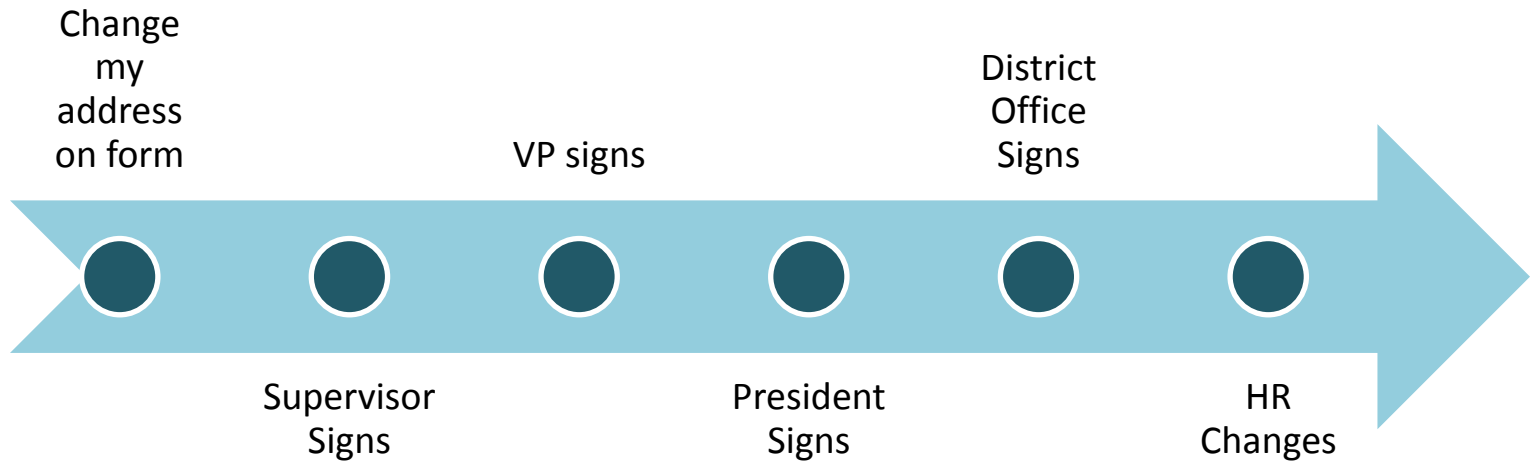
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SCCCD Technology Snapshot

- Significant lack of technology leadership and vision

- Challenges with governance and overall decision-making

- Lack of planning, including project management, within the technology area

- Disconnect between Datatel users and technical support

- Challenged life cycle replacement

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SCCCD Technology Snapshot

- Low adoption of course management system (Blackboard)
- Unreliable wireless network
- Network vulnerable to intrusion.
- Network saturation at Reedley College
- Disorganized and inconsistent delivery of services
- Multiple security issues
- Inadequate leveraging of prior technology investments

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The Magic Form, Part 1
Address Changes

Change my address on form

VP signs

District Office Signs

Supervisor Signs

President Signs

HR Changes

Six Week Turnaround

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The Magic Form, Part 2
HR Cost

10 Minutes ✖ 5 Days ✖ 52 Weeks = Round to 40 hours a year

1 week per year ✖ 5 people = > 1 Month Salary Cost

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The Magic Form, Part 3 Alternative

I want to change my address

Logon to Web Advisor and do it

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General Observations: Leadership

- The District requires a seasoned, executive-level Chief Information Office reporting to the Chancellor
- CampusWorks considering restructuring recommendations based on the information we have gathered.

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General Observations: Planning

- The District requires a comprehensive technology tactical plan, inclusive of campus-based plans.

- The District is at risk:
  - Data security plans
  - Data breach response plans
  - Disaster recovery and business continuity plans

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General Observations: Resources

- Technology resource allocation can be improved
  - Common IT help desk with common dispatch
  - Common help desk system
  - Tiered support model
  - Staff professional development and cross-training
  - Opportunities for advancement
  - Purchased services
  - Software license management

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General Conclusions: Resources

- Financial resource allocation can be improved
  - District-wide technology plan, including budget plan
  - Common systems leveraged across the district
  - Complete and thorough inventory of all equipment, with aging analysis
  - Funded and transparent life cycle management

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Moving Forward

Stages

Remediation & Change → Stabilization → Moving Forward

Remediation and Change

- Technology leadership
- Technology plans
- Consolidated systems
- Reconfiguration of help desk
- Network review remediation – Reedley Campus and security concerns
- Comprehensive data security audit
- PCI compliance audit
- PII audit

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Stabilization

- Build on the strong foundation
- Ongoing process enhancement and system maintenance
- Leverage investments
- Continual process improvement
- Ubiquitous availability of services

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Moving Forward

- New and innovative programs
- Enhanced service delivery
- Secure platform
- Continued application of evolving best practices

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Strategic Recommendations

- Position the College toward its future goals by moving toward
  - A Best Practice Technology Leadership Model
  - A Best Practice Technology Governance Model
  - A Best Practice Business Process Review Model
  - A Best Practice Technology Support Model
  - A Best Practice Technology Planning Model

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Questions?

Technology Governance

Best Practice Technology Governance

- Provides oversight and direction to ensure that technology management is aligned with the strategic direction of the institution.
    - Information Technology policy and procedure is fairly and openly debated and ratified by the College.
    - Areas of deficiency are identified and made known in an open and collaborative forum.
    - The College has appropriate input into technology strategy.
    - The technology staff receives appropriate guidance and direction on priorities.
    - Effective process for decision making on product acquisition and adoption.
    - Effective process for management of the technology portfolio.
    - Instructional technology / classroom configuration issues are addressed in a manner that conforms with the academic schedule and requirements.
    - Accountability for service delivery is established.
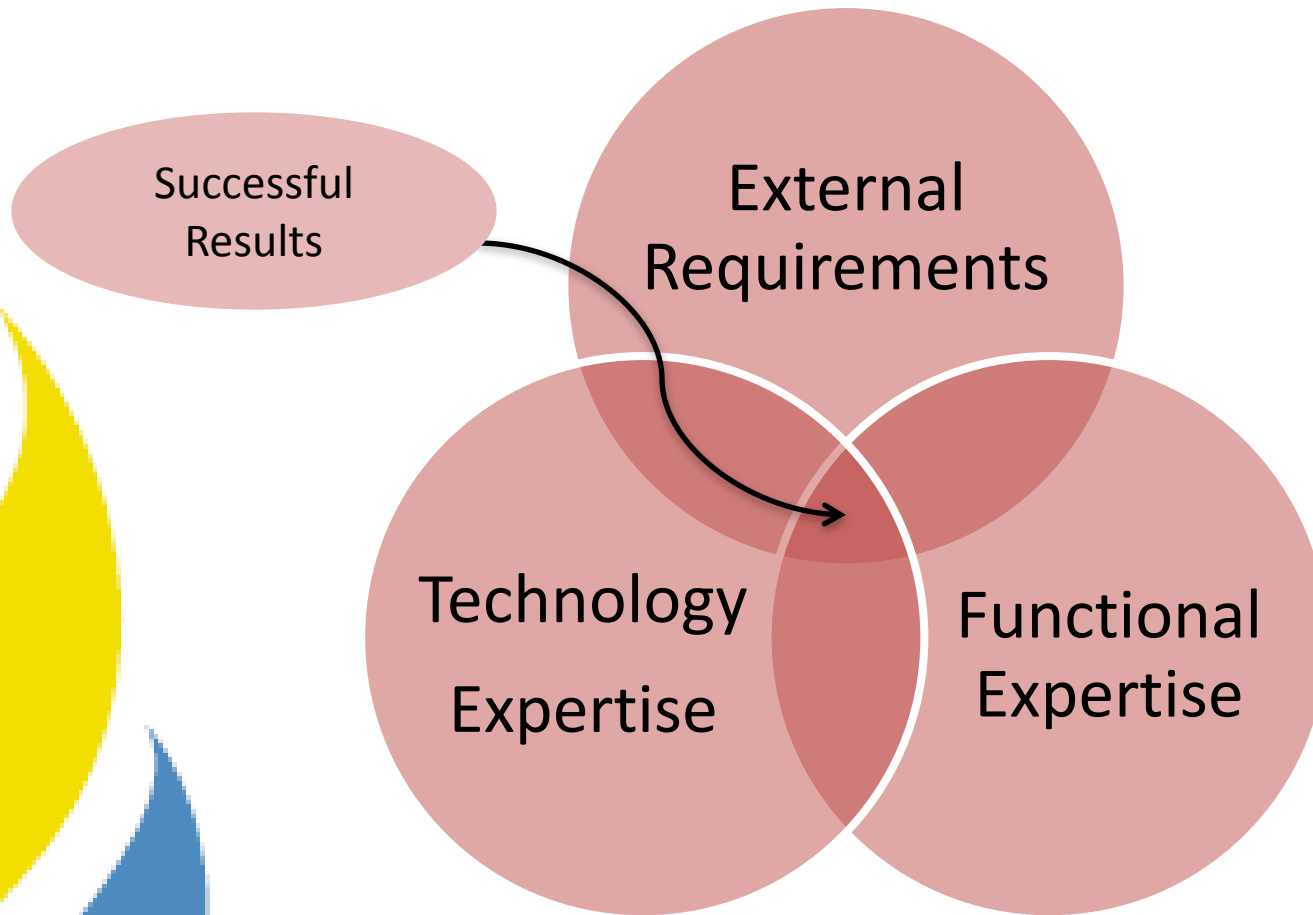
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Governance Model

- Decision making can be improved by implementing governance structures in:
    - Academic technology
    - Administrative systems
    - Life cycle replacement
    - Web presence

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Governance Model

- Best practice technology governance
  - Supports development of Information Technology policy and procedure
  - Transparency
  - Identifies technology deficiencies
  - Provides input into technology strategy
  - Provides guidance and direction on priorities
  - Evaluates product acquisition
  - Helps manage technology portfolio

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A Collaborative Approach

Technology Leadership

Best Practice Technology Leadership

- Seasoned and experienced executive-level technology leadership that can articulate and execute a vision for technology in the community college

- Supported by effective technology governance that can ensure appropriate stewardship of the institution's precious resources

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Technology Planning

Best Practice Technology Planning

- Strategic Plan for Technology
  - Aligns with and supports the Institution's strategic plan, sets tone and direction
- Tactical Plan for Technology
  - Operationalizes the strategic technology plan and allows for detailed budgeting over multiple (3-5) years
- Disaster Recovery and Business Continuity Plans (and tests)
- Comprehensive Information and Data Security Plan
  - Addresses federal, state and industry standards for data security

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Business Process Review and Reengineering

Best Practice Business Process Review

- Necessary to understand how things are or should be done

- Do not imply technology as a driver, but rather review of processes to
  - Steward resources
  - Elevate service delivery
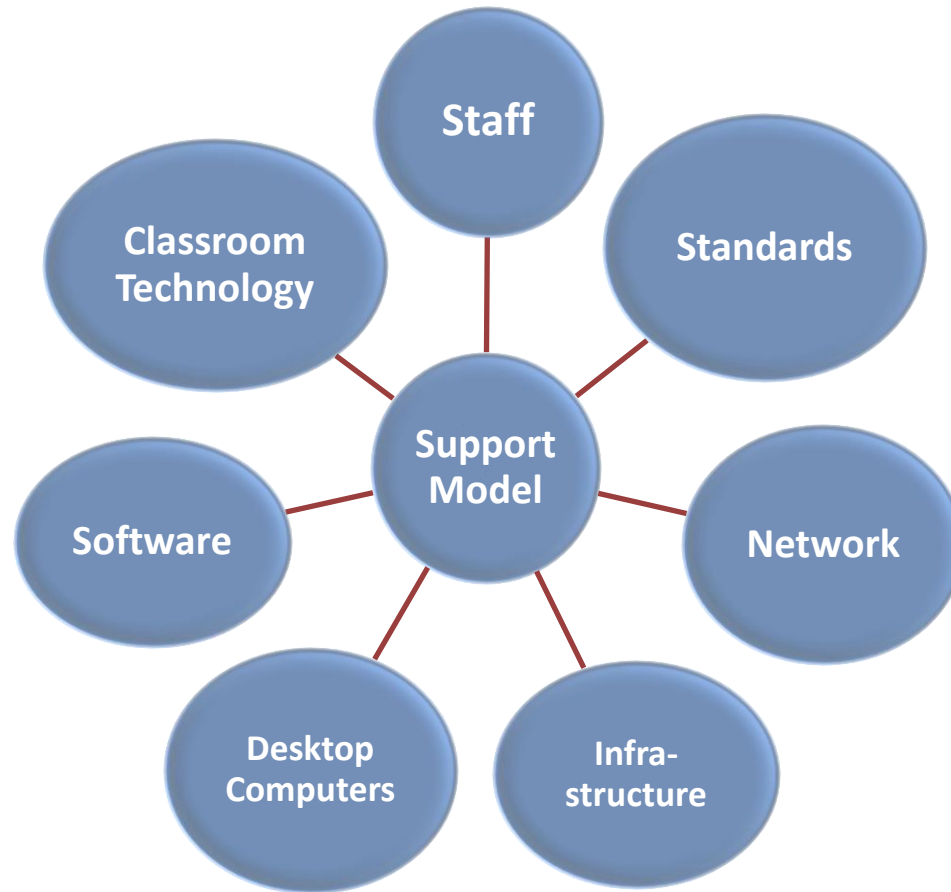 - Leverage institutional investments

- Comprehensive

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Technology Support

Support Model

- Integrated support services
- Relies on a set of services
  - Identity and Access Management
  - Replacement Cycle
  - Universal Email
  - Institutional Portal
  - 24 x 7 Support Structure
  - Electronic Knowledgebase

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A Best Practice Support Model: Components

A Best Practice Support Model: Tools

- Identity and Access Management
    - Predictable and appropriate access to systems
    - Systems integration support
    - Backbone of single sign on and access management
- Knowledgebase
    - Common information for support staff
    - Self-service support for end users
- Help desk management system
    - Provide self-service for users, problem tracking and management tool
    - Ensure common systems in all environments (branch campuses, for example) and ease of upgrade

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A Best Practice Support Model: Tools

- Centralized, systems-based desktop support
- Centralized inventory management system
- Predictable life cycle management
- Staffing
  - Staffing levels
  - Training
  - Coverage
  - Off-hours
  - Off-site
- Standards
  - Software
  - Hardware

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