

Distributed Education and Technology Services

2008-2009 RESTRUCTURING PROPOSAL

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After interviewing several consulting firms, the San Bernardino Community College District (SBCCD) contracted with PlanNet Consulting to perform an Information Technology Assessment of District Computing Services (DCS). The selection of PlanNet Consulting and the scope of their assessment were defined by an ad-hoc steering committee representing all constituencies of the District (see “Attachment A”). This marks the first time a formal independent assessment has been conducted of DCS.

Utilizing the collegial consultation model in this process proved to be effective in several ways, including: 1) ensuring all constituencies had input in the scope and process of the assessment; 2) ensuring the assessment was comprehensive; and 3) dispelling any misconceptions about the scope and rationale for the Sungard contract, the organizational structure of DCS, and the process by which renewals of the contract were reached.

While the findings and conclusions of the PlanNet assessment are valuable in providing insight to the strengths and weaknesses of DCS’ structure and the services it affords the colleges, PlanNet’s recommendations as stated do not translate well into our culture and institutional needs. Further, the scope of the assessment and its recommendations do not address the collective areas of SBCCD’s Distributed Education and Technology Services (DETS). Subsequently, the issues, as presented below, outline the basic tenets behind PlanNet’s findings and offers a more practical approach as to how these tenets may be more reasonably assimilated into our District’s culture and needs, as well as accommodating for DETS as a whole.

The basic tenets behind PlanNets findings are five key DCS specific issues:

1. Lack of leadership continuity in CIO role;
2. Lack of meaningful governance;
3. Lack of latitude within scope of Sungard contract;
4. Poor communication of services; and
5. Ineffective delivery model/poor ability to execute services.

To address these issues, PlanNet recommends the District:

1. Establish a District Office of CIO (no longer outsource this position)
2. Establish new IT governance structure
3. Utilize SunGard services as intermediate step towards a comprehensive out-task strategy
4. Establish a district-wide IT communication plan
5. Implement industry-accepted project management and IT delivery methodology
6. Localize all desk-side support at the colleges
7. Create IT Service Catalog, standards and SLAs
8. Commission feasibility study of 2008 Tactical Plan to address existing backlog

The proposed plan and timeline on the following pages; outline recommendations on how best to address these findings and recommendations in the context of our culture, institutional needs, and the collective DETS areas. It further provides a reasonably aggressive timeline in light of the impending Sungard contract renewal and the need for business continuity in general. New developments that are not addressed here (because they are still in flux) are the new state grant funding and the new staff and state-level responsibilities that come with it.

It is important to note that no aggressive organizational changes to DCS and DETS, as a whole, are proposed until a clear understanding of the services DCS offers, documentation of business processes is assured, and supporting structures are put in place. The first nine months should be focused on evaluation, data-collection, documentation, the development of governance structures, and establishing short- and long-term goals.

Finally, this proposal is intentionally succinct, and to the point, to better ensure success and a clear understanding of what is to be done.

Timeline

First three months:

- Executive Director of DETS to take over direct management of DCS, without any immediate structural changes (need time to learn environment, isolate issues, ensure continuity);
- Sungard CIO to be repurposed to Project Management role (to gather metrics on outstanding projects, monitor existing projects, facilitate completion of projects, etc);
- Have Sungard begin to provide concrete metrics on what it will take to complete each project in the queue (i.e. how many employee hours by classification, implementation costs, ongoing maintenance, etc. This is necessary for RFP, true prioritization of projects, etc);
- Begin process of evaluating what applications are currently customized that DCS should be going towards 3rd party products (perform cost analysis, feasibility analysis, etc.). For each, conduct ROI analysis and timeline;
- Begin hiring process for District Researcher position and develop plan for continuity of MIS submission process (need to reevaluate data collection and submission process, document appropriately, and provide training);
- Rename DETS to Educational Support Services and begin developing a comprehensive list of IT related resources to colleges;
- Executive Director of DETS to start attending Chancellor's Cabinet;
- Establish contract with Gartner Group for consulting related services, contract evaluations, etc.
 - Use for:
 - Evaluation of use of effective practices;
 - Infrastructure layout;
 - Staffing recommendations;
 - Roles and responsibility delegation.

Four to six months:

- Establish Educational Support Services Executive Committee with defined purpose and processes (i.e. process for evaluating value and alignment of new major acquisitions; develop model for assessing total cost of ownership models, etc; membership to include:
 - VPs of Instruction
 - VPs of Student Services
 - VPs of Administrative Services
 - Technology Leads
 - Researchers
 - Business Manager
 - President of KVCR
 - Executive Director of PDC
 - Director of Marketing
- Repurpose District Technology Council with clearly defined purpose (i.e. evaluation of new technologies, evaluating and establishing best practices, establishing technology standards, etc.)
- Work with SBVC to establish lead technology lead role;
- Develop RFP focused on business continuity and transition from Sungard dependency towards self-reliance;
- Develop communication plan;
- Develop evaluation metrics.

Six to nine months

- Work with Executive Committee on defining roles and responsibilities of college computing and personnel versus District staff;
- Work with both Executive Committee and District Technology Council to establish longer term goals;
- Reorganize Educational Support Services as necessary to better align services with District imperatives and overall constituency needs;
- Finalize and send out RFP based on previous six month's assessments;
- Begin gap analysis with all District Staff with regard to current and ideal skill sets and provide training as necessary;

Nine to twelve months

- Reevaluate progress.

APPENDIX “A”

Steering Committee Members

Crafton Hills College

- Ted Phillips – Management
- Catherine Pace-Pequeno – Faculty
- Larry Aycock – Classified Staff
- Wayne Bogh – Technology
- Cidhinnia Torres-Campos – Research

San Bernardino Valley College

- Haragewen Kinde – Management
- Jack Jackson – Faculty
- Rick Hrdlicka – Classified Staff
- James Smith – Research

District

- Glen Kuck – Management
- Colleen Leon – Classified Staff