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1. **CRAFTON HILLS ACADEMIC SENATE MEETING**
   a. Team stated there is a strong need for regular collaboration with DCS and Valley College.
   b. Issues:
      i. Observation: Common thread of frustration and a lack of collaboration and communication with Valley College and DCS. Communication appears to be one way from the District without collaboration or input from CHC faculty, admin and staff. There is also a lack of responsiveness from DCS in addressing day-to-day issues.
      ii. No standard Communications process between CHC and DCS
         1. It was noted that there have been several CIOs within the last ten years; there is no domain knowledge of who should be doing what at this time. It is unclear where responsibility lies for DCS, CHC and Valley as each area has taken on certain responsibilities to get the work completed.
         2. CHC groups identify their local initiatives via their strategic plan. This plan is provided to the District; however, there is no understanding of what is done with/for these initiatives within the District process.
         3. CHC is not confident with DCS ability to deliver on their local initiatives.
         4. Governance
            a. Per this group, there are a few meetings including the District Technology Committee meeting, however, faculty cannot attend due to time of day.
            b. There does not appear to be any real governance in place for initiatives, projects, and escalations.
         5. CHC feel as if they do not receive meaningful data from DCS
            a. Example: no notification when updates are being made to systems
            b. Example: DCS made decisions with Valley College to re-design Valley web site without input from CHC. The changes implemented impacted CHC.
            c. Example: Streaming Video – been in progress for five years, however, have received no communication on progress, plan or a plan for implementation at CHC.
         6. Help Desk – There is a district helpdesk process, however, perception is that there is little help provided from the District, hence, CHC tend to use local technical service request first then roll over to district if required.
         7. Application issues:
            a. Learning Center Services - There is concern about ability to track students
            b. ID Card – need to go to Valley to for picture; awaiting integration to apply money to the card for school services (1 ½ years)

    c. Registration – on line registration is not working – there appears to be a capacity issue and it is not being addressed

    d. Admissions and Records – no specifics provided

    e. Student email – no specifics provided

    f. No training or tools provided from District when new technology is delivered.

2. **CRAFTON HILLS COLLEGE EDUCATIONAL TECHNICAL COMMITTEE MEETING**
   a. Committee was recently established to manage/administer online education courses and deliverables. Per the team, the committee was established as they were not able to set up and deliver online courses due to extensive time delays for set up requests and fixes from DCS. (This is not a general technology committee)
   b. Issues
      i. Observation: Frustration in general with DCS in part due to little or no communication or interaction; lack of timeliness in responses to requests for assistance; little or no training provided by DCS when new technology is delivered.
      ii. No standard Communications process between CHC and DCS
         1. Example: DCS upgraded Blackboard application over spring break, (in the middle of a semester) without the input from CHC. Had CHC been notified or consulted they would have opted NOT to do the upgrade at that time.
         2. Examples: There is an IT Tech committee meeting first Wednesday of every month.
            a. This meeting is held at 10:30am when instructors are teaching.
            b. Agendas and meeting notes are not distributed or posted for review or awareness.
            c. When changes are made and CHC was not notified, they are told that if they would come to meeting they would receive this information.
      iii. Projects go on with no status provided to faculty
         1. Example: Web Advisor; Edustream, others
      iv. CHC needs a path to be able to collaborate and provide input to technology decisions.
      v. This team is not aware of an IT Catalog of Services.
      vi. Blackboard – it was noted that license renewal is coming up for Blackboard and there is additional functionality that is not being used that is being paid for.
         1. Examples: Cannot submit grades on line; CMS structure; Organizational system, on line advising.

3. **CRAFTON HILLS DEANS AND DIRECTORS**
    a. General Comments
        i. There are some good technicians within DCS, however, local people are better than the temporary staff brought in
        ii. There is frustration about the rotation of management within SunGard and the District
            1. There is no transition or handoff of projects or issues
            2. Results are loss of momentum on projects, loss of information, extended schedules for projects or not completed at all
            3. There is high turnover within Infrastructure management
                a. Each new person has their own ideas and direction
                b. Physical infrastructure is managed locally at this campus
                c. This is personality driven
                d. There are no guidelines to support consistent operations , i.e. playbook, processes
        iii. This team received the Tactical Plan projects list just two to three weeks ago
            1. Had never seen this list prior
            2. There needs to be a relationship between consumers and providers of technology.
        iv. This team has discussed options for processes to enhance support and communications – such as:
            1. Power Users
            2. Training
            3. Pre-requisites
    b. Issues
        i. New Employee on boarding process
            1. All new employees need to be approved by President – this process should support adequate timeframe to have technology ready for new person
            2. HR is going to start an on-boarding training along with orientation
            3. There is no 'appropriate use' policy
        ii. Datatel/SGHE account representative does not traditionally communicate with campuses
            1. There was recently a two hour presentation about communications; however, there has been no follow up.
        iii. Picture IDs for faculty and classified staff
            1. Cannot get data dump from Datatel system to support ID card creation for classified staff and faculty.
            2. This continues to be an open issue for 16 months

4. **VALLEY COLLEGE TECHNICAL COMMITTEE INTERVIEW**
    a. General background
        i. Academic IT support is provided locally; Administration IT is supported by the District
        ii. VP and District turn-over have hampered establishing consistent ownership, process and follow through. IT has been run by committee.
            1. Process development is started with each new CIO, however, all progress is lost when a new person is moved into that position.
        iii. Local techs are relied upon for help with new ideas or implementations
            1. Help desk is not very useful due to dispatch assignments do not correlate with technicians' local knowledge.
    b. General comments and observations
        i. Training is provided to district supervisors, however, is not communicated down to technicians
        ii. There is no cross – training between disciplines
        iii. Processes are not clearly documented and requests take too long for resolution
            1. Example: It took two months for a faculty email set-up request to be completed. It took until July for phone to be delivered/installed.
        iv. Phone System
            1. Issues with phones are not set up correctly at initial installation. Calls being routed to wrong extension and could not get it resolved in a timely manner.
            2. A question was raised as to where funding for a phone is derived
        v. Infrastructure
            1. Need understanding of capacity and availability
                a. Can't find Ethernet ports
                b. Request for wiring, however, not enough ports in switches to meet demand
            2. A technology planning session took place in 2007, however, perception was that the College was not fully enrolled in the process
        vi. Standards/Governance/Processes
            1. IT governance for District is attended by college tech committee; DCS/CIO sometimes participate.
                a. Projects handed over to District include single sign on, wireless support and new user forms.
            2. Help Desk process
                a. Help desk has a survey to close feedback loop, however, sometimes tickets are not created
                b. Satisfaction statistics published in newsletters do not distinguish between phone support or local support staff. This does not

provide an accurate standing of what support is delivered by which group.

3. In past years the IT department issued an annual IT report

    vii. Applications (comments)

      1. Blackboard

        a. There were multiple comments about limitations or challenges with use of Blackboard

        b. There are no written instructions for its use

      2. Online directory system not up to date –most people use a hard copy of the directory for reference

      3. Webtrack Is used to measure student contact hours

        a. Is very slow and clunky

        b. Students get irritated as it does not function correctly

        c. Complaints have been made, however, it has not been updated

      4. VCard is a new one-card system

        a. It had not been implemented so Crafton started implementing on their own. DCS is involved for AR, debit functions

        b. Accounts payable financial services is not involved

c. Assessment expectations and objectives

    i. Application of structure and organization

    ii. Clear identification and description of issues

    iii. Documented job descriptions and duties

    iv. Updated leadership and clear direction

5. **VALLEY COLLEGE CLASSIFIED STAFF INTERVIEW**
   a. Concerns
      i. A large portion of this session focused on HelpDesk issues and challenges. There is a common thread of frustration about lack of communication and timely follow up for help desk tickets. Information provided below.
      ii. Help Desk
         1. NOTE: There is also a helpdesk specifically for Student Life.
         2. The Technical Help Desk is located in Florida. In general all break/fix requests are called into the help desk for support. Techs are dispatched through the Florida ticketing system.
         3. In general, there are techs that are local and know the campuses – and there are temporary techs that are not familiar with the campus and applications. Per the group present, those that are local are much better equipped to assist them; the temporary techs seem to be untrained and take much longer to resolve issues (often requiring assistance from others). One person stated that they call a friend at Cal State for help rather than call the help desk.
         4. Issues encountered include:
            a. End users cannot get back to same help desk rep if there is a need to follow up on ticket. End user must call help desk, wait in queue and explain issue to whomever the call is routed each time.
               i. Often times, the help desk rep is not familiar with SBVC campus and applications. This requires more time for the end user to explain issue.
               ii. There is a perception that there is a lack of experienced personnel on the help desk. It seems to have gotten 'worse' this past year.
            b. Dispatched techs can appear at end users' location anytime. There is no call from the dispatched tech prior to their presence on-site.
               i. This can create issues as many times the end user may not be at their desk or may not be able to give up their workstation for a fix at that time.
               ii. If the end user is not at their desk, the tech may execute something on the desktop and not leave a note as to what they did.
               iii. Often times the tech shows up weeks after the ticket is submitted.
            c. It appears that all techs need to be dispatched from Florida help desk. If another end user in the same local being serviced has an issue, the tech cannot assist and tells the end user that they must

open a ticket and they will be dispatched a tech based upon urgency.

d. At times, help desk personnel remote into local workstation without the workstation owner being present

e. A survey is provided for feedback. It does not differentiate between local and Florida based resource

f. Group Recommendations:

i. Bring on internal staff to support end users to ensure that techs are trained and familiar with campus/district architecture, applications and issues

ii. Remove outsourced model and bring in house

iii. New Faculty/Employee Set Up Request

1. There is frustration with the new user set up process.

a. There are two paper work order forms that are filled in by the requester.

b. These physical forms are sent over to DCS – they do not go to a specific person or attention. Requests have taken up to two months for completion. (One individual present stated it took two months for him to get his computer set up and ready.) New employees also have needed to use their personal email accounts for communication until their SBCCD account has been activated.

i. On follow up by requestor, it is not uncommon for DCS to say they had never received the request.

ii. There is no confirmation process to let the requester know that the forms have been received or status of the request at completion of the set up.

c. The group present recommended a process whereby accounts/workstations can be set up and ready by first day of new person on site.

iv. Application issues/challenges

1. Webtrack – uploads student data into CASM (NOTE: This is a custom application and does not appear on supported application list)

a. This would normally allow student services to swipe student ID card and automatically bring up student info

b. This does not work and freezes workstation on a regular basis; system runs very slow and many teams no longer use this to enter student data.

c. Runs very slow; inconsistent speed from different areas on campus

2. Wireless Project

        a. A concern was raised about how equipment purchases are made requiring that the vendor must do the installation. It was thought that internal staff could have implemented the system thereby providing a savings to the District/College.

3. Financial Edge – process/communication

        a. Equipment and software was delivered. There is a significant investment made for the software cost and maintenance. However, it took approximately a year to install and set up. Hence, the campus did not get their money's worth that first year due to delays in installation.

4. Blackboard training – process/communication

        a. Appears to be no process for managing requests

                i. Example: An email request was submitted to DCS for training room set up and support – training date was six weeks out. Three days prior to scheduled training the requester was contacted and told that DCS could not support them for this training. The requester should have been informed right away that this could not be supported.

5. Miscellaneous applications

        a. A comment was made that there are many application programs not being used due to lack of support.

                i. ED Plan

                        1. Help Desk tickets are required to add courses rather than allow key admin personnel to update as required.

    v. DCS Resources Communications, Attrition and Development

        a. End users are not informed when staff leaves DCS and who will be taking over that person's duties.

                1. Due to lack of documented process, many end users submit non break/fix requests directly to a DCS tech. When that tech is gone, they do not know who/how to submit future requests.

                2. There is no formal process of notification of change in roles and responsibilities of DCS staff out to the end user community.

  vi. Other

        1. It was commented that SBCCD may be losing students due to technical issues being encountered and requiring students to come back two or three times to accomplish their registration or set up.

6. **VALLEY COLLEGE DEANS AND DIRECTORS INTERVIEW**
    a. General Comments
        i. Communication
            1. Comments were made that it is difficult to determine who to go to for specific services.
                a. Example: CalWorks needs correct counts to support data for entitled funding. They had to research who to contact. Dr. Smith served as point person to MIS until they were given the appropriate contact.
            2. Support is required to help track contacts and services for future needs.
        ii. Help Desk
            1. Comments ranged from "Really happy with 24/7 help desk" to "I'm not, It took 2 ½ days for password reset."
            2. Perception is that campus techs treat requests more importantly.
            3. There is no reported expectation for response time (from Help Desk).
        iii. Funding
            1. Comments were made that there is no funding available for computer rotation cycle, basic functions are not being addressed and only survival needs are being supported while other initiatives get attention.
                a. Example: Distance learning (a district initiative) is being funded while basic local services are not.
            2. There is a perception that significant funds are available for District contracts that could be better utilized at the College level.
            3. There is a strategic plan, however no budget is available for the local jurisdiction. Requests are submitted, however, the college is informed that there is no funding.
            4. It is perception that there are now fewer technicians, yet twice the computers to support than five years ago.
            a. EduStream is funded by grants and it would be helpful to know what is being spent on what and whether it is discretionary.
        iv. Processes
            1. Do not have visibility into priority of projects; no due process to work with DCS. There is a need for clarity on governance and process for requesting new projects and initiatives.
            2. Need clarity on the overall SBCCD vision and how to participate (who to contact) for contributing to that vision.
            3. Approximately 1/3 of the participants were aware of a tactical plan.
                a. Comments were made that the plan is not readable, local projects are not clearly understood. The percentage complete is not accurate.

       b. It was stated that deans are to submit projects and they are taken to the executive team with the CIO, however, meetings have not taken place recently.

    4. The group requested a process for communications path with DCS and CHC to remain up-to-date and understand status of ongoing projects/initiatives. To submit requests for new projects and initiatives; receive timely feedback; be consulted on issues, projects and initiatives.

       a. Examples of projects: Wireless, One Card,

    5. When they now meet with DCS, perception is that they are starting over covering the same ground each time.

    6. There needs to be transparency of roles and accountability when changes are made and resources transition in and out of DCS.

  v. Service issues:

    1. The group reported several day-to-day issues they are encountering with several applications. Many times individual status is unclear or not communicated back.

    2. Comments were made that many applications are not kept up to current release levels which creates issues for application support. [Innovative: Can't enter 13-digit ISBNs, so can't accept those items into the collection]

    3. Help Desk

       a. Had a manager (PC) down for a week. The process (calling in ticket) is disjointed, have to explain things twice. When they don't fix something right away, you don't get a survey.

       b. Wireless interface that was down for four weeks—that affects student learning.

       c. Password reset took months. Typical pattern is to send student worker who can't solve the problem.

       d. Still waiting for quote on two laptops. (Procurement orders are submitted to Help Desk).

    4. There is a need for weekend/off-site access to the systems

       a. Currently system is down over the weekend

    5. Web site – this project was funded for development of specific programs.

       a. It is not clear who owns web site design and implementation. This was initiated two years ago and awaiting release.

       b. Our web site is not a good design or interface. It's not a good story when that's our main portal to registration.

       c. Use demand is causing problems during peak periods. [Have expectation of system shutting down during peak periods (submitting grades, registration).]

       d. There is no published maintenance window

e. Big Bear extension campus cannot register online, must use paper; impacts the ability to deliver data by census due dates.
f. There are problems with overlapping terms (can't register early).

7. **VALLEY COLLEGE ACADEMIC SENATE**
   a. General dissatisfaction with process of getting assistance for technical requests and issues
      i. Process is ambiguous – work is done based on relationships
      ii. There is no information about who is responsible for what
      iii. Example: Sometimes new PC missing a card or cable. Tech does not follow up if not provided in box. If a power strip is required, end user normally purchases themselves rather than find out who should provide it.
      iv. Instructors have purchased their own applications to meet their needs and do not rely on DCS for support. (GIS and SNAP)
   b. High staff turn-over
      i. Have had multiple CIOs and in addition, there have been new presidents at Valley College in recent years.
      ii. Individual requested and received approval for specific software/projects by previous CIO or management. Should that person leave, there is no record of the approved request.
   c. Dissatisfaction with results when requesting new reports needed from application s to meet management needs.
      i. Example: Submitted a formal email request to a report of data required by President. A meeting was scheduled to review requirements. Then received a formal email stating no further action as data should be provided via ERIS. However, data was still needed for President. Requestor had to research another path to get the data in time for report.
      ii. What is the process for requesting new reports when the individual cannot get to the data themselves?
   d. Help Desk
      i. Help Desk has gotten better – it is now taking days instead of weeks for resolution
      ii. There is no instruction provided with new software installs.
   e. Process
      i. Does not appear to be a formal report tracking mechanism
      ii. Does not appear to be a catalog of reports; data dictionary is not complete (to label level) and there is difficulty in navigating fields.

8. **VALLEY COLLEGE ADMISSIONS AND RECORDS**
    a. General comments
        i. There has been tremendous turnover both in SVC administration and DCS –there is a lack of communication; it is unclear who is in charge and who to go to for what.
        ii. DCS support has cycles. Support appeared to better in previous years.
        iii. Getting issue/resolution support is more of a challenge for our custom applications than for off the shelf applications.
        iv. DCS have done some things very well; was impressed with high quality of online apps, online registration, Campus Central
    b. Communication
        i. Little in the way of formal communication, though SunGard improving in last 6 months
        ii. Most information and project status comes through informal process
        iii. Crafton Hills have a regular meeting with the Technical Director of Technology Services, however, a meeting has been established SVC.
        iv. Have heard that president prioritizes projects but we haven't seen the form (roster); don't know how it's done.
        v. Communication regarding patch management is good; always copied on email notices.
        vi. Not a lot of PR and managing expectations
    c. Current issues
        i. There was a request to make a strategic decision to enroll students early, however was informed that can't make a schedule change to register early due to problem with overlapping terms.
        ii. Staff need to be trained; was told that would need to be provided by Datatel. It is unclear how/when this training will provided.
        iii. There needs to be a way for the District to standardize for both colleges, yet still allow for distinct branding and look and feel (web presence, forms).
        iv. Working with the district can be too rigid on procedural things.

9. **HUMAN RESOURCES**
   a. General comments
      i. HR has three in house systems that are not integrated
      ii. HR department researched and brought in a new people administration service without collaboration with IT.
      iii. There is no HRS system in place. A system was requested approximately six months ago, however, no forward movement has been made on an HRS system.
      iv. HR does not use Datatel nor do they use Financial 2000 (Personnel 2000).
      v. HR is just beginning to work with Glen Kuck on documenting needs and research for a payroll system. Time is entered into another system.
   b. Issues
      i. SGHE are able to sign timesheets, however, are not empowered to do employee evaluations and discipline. (Union concerns)
      ii. There has been no communication between SBCCD HR Management and SGHE CIO/management. Communication flow is normally through Glen Kuck.
         1. Lack of technology and communication impacts HR processes and effectiveness.
      iii. Executive Director of Technology Services has no staff and there are issues with lack of training and development for SBCCD staff.
      iv. There appears to be no technology staff back up or cross training

10. **FINANCE**
    a. General comments
        i. Technology is a high priority for the District
        ii. Individual Colleges create their technology budgets which are reviewed approved/denied by the President
        iii. The Colleges work autonomously
            1. There is an IT Manager at CHC
            2. Valley relies more on DCS
        iv. There has not been an integration of instruction and services
        v. There are challenges with general platforms and ownership
        vi. The technology training budget is not adequate
    b. Current structure
        i. There is no strategy for IT partnership
        ii. SGHE does not represent the SBCCD with County issues or strategy with Financial 2000.
            1. The District uses the County system, Financial 2000, for all warrants and payroll.
            2. The District purchased Datatel HR/Payroll, however, it has not been deployed
    c. Other
        i. Resources are scarce and there needs to be a plan to effectively support the two colleges.
        ii. SBCCD needs to establish clear objectives; seeks review of PlanNet recommendations and work collaboratively with all teams to establish/execute the chosen direction.