Board Ad Hoc Committee on Information Technology

East Los Angeles College

Multipurpose Room, F-201

October 3, 2018 5:00 p.m.

10/3/2018

Agenda

- CALL TO ORDER

- High Level Review of Huron Information Technology Assessment and Strategic Planning Process Update

- Public Comment

- Presentation and Discussion with attendees

- Public Comment

- Adjournment

PUBLIC COMMENT

HURON IT ASSESSMENT OVERVIEW

Key District-wide IT Challenges

IT across the district faces structural challenges in critical areas that impact its ability to play a strategic enabling role in the future direction of LACCD.

- The District as a whole **lacks an effective and transparent funding model** for IT and does not take into account equipment refresh or the ongoing cost of operations.
- There is **not a clear, cohesive strategy and unified vision** for information technology across the entire district.
- Stakeholders have indicated that **governance model is not effective** and does not allow them to engage / participate in enterprise-wide technology initiatives in a meaningful way.
- District IT **lacks a formalized help desk** function to manage intake of end user requests and perform basic first-call triage techniques.
- **No formal information security management program** was identified across any of the campuses and IT security roles and responsibilities are not defined within the IT organization.
- LACCD continues to invest in redundant infrastructure and has **limited Business Continuity (BC) or Disaster Recovery (DR) plans** to respond to a disruptive event.
- LACCD utilizes a **mix of off-the-shelf and custom applications** across the district with little oversight.
- LACCD's IT organizations appear significantly **understaffed** relative to demand and have little opportunity for professional development and advancement.
- IT **lacks a structured approach** to understanding the **fully burdened costs** of service and Total cost of Ownership (TCO).

LACCD's decentralized model has a profound impact in terms of the incentives to maintain a cohesive and collaborative IT strategy.

Transformation Journey

LACCD needs to engage in an IT Transformation Journey in order to enable its District-wide IT resources and investments to effectively support the District's Strategic Plan.

Initiatives	Objectives	Expected Outcomes
Stabilize Foundation	**Stabilize** key IT services, **fill** key **vacancies** and **determine** district wide IT **funding**	• IT team sized to meet immediate core needs • Rebuild relationship with stakeholders • Establish TCO based baseline IT funding
Strategy — **Establish Strategic Alignment**	Define **IT strategy and governance** to ensure IT investments reflect business priorities and deliver expected business value	• IT Investments aligned with strategic priorities, increased accountability and value realized • Improved IT/Stakeholder relationship
Operations — **Improve Operational Capability**	Optimize the district wide **service model**, establish service management, systems delivery capabilities, **simplify** the **infrastructure** footprint and establish the foundation for **cloud migration**	• Simplified and standardized IT Service, infrastructure and application landscape • Flexible and responsive IT solution delivery capability and quality
Secure the District	Create an **information security organization**, and develop security and **Disaster Recovery (DR) capabilities** to protect the district and secure it from disasters	• Improve the security posture of the district and protect against cyber security threats • Minimal downtime of critical systems in the case of a major event
Management — **Build / Strengthen the Organization**	Develop IT teams, **skills and competencies**, improve **professional development** opportunities for the IT workforce	• Improved ability to attract and retain talent • A satisfied and effective workforce with the capabilities to partner with stakeholders and deliver LACCD strategy and objectives
Enhance Management of IT	Develop capabilities and plans to **effectively manage IT assets** and drive lower total cost of ownership	• Better insight and decision making ability • Reduce asset redundancy, improved asset utilization, reduced Total Cost of Ownership

Strategic Plan Approach

Plan	**Discover**	**Design**	**Develop**	**Deliver**

Key Activities

• Confirm Project Vision and Scope
• Develop detailed Work Plan
• Communicate approach and secure buy-in
  - Chancellor's Cabinet
  - Presidents Council
• Define Guiding Principles
	• Facilitate interviews, workshops and focus groups with all key stakeholders:
	  - Student Council
	  - Faculty Senate
	  - Labor Group Representatives
	  - Board of Trustees
	  - LACCD leadership team
	  - College Presidents
	  - District and Campus administrative leadership
	• Review inflight initiatives:
	  - Build LACCD
	  - Technology master plans
		• Develop IT Strategic themes and criteria that determine fit to themes
		• Develop IT Objectives that address all common cause initiatives across the District and colleges with clear tie-in to DSP objectives
		• Review and validate IT Strategic themes and Objectives with District and College leadership
			• Develop specific IT initiatives and corresponding metrics
			• Develop implementation roadmap
				• Finalize IT Strategic plan and roadmap
				• Methodology and cadence for periodic Strategy refresh

Key Deliverables

• Project Plan & Key Milestones
• Status Report Process
• Project Approach
• Guiding Principles
	• Current State Report:
	  - Strategy Gaps / Overlaps
	  - Common cause initiatives
	  - College unique initiatives
		• IT Strategy Vision and Mission statements
		• Draft LACCD IT Strategy
		  - Strategic Themes
		  - Strategic Objectives
			• Final IT Strategic Initiatives
			• Strategic Roadmap
				• Final Report

Oct – Dec 2018   Jan – Mar 2019

Project Timeline

Project Week	10/8	10/15	10/22	10/29	11/5	11/12	11/19	11/26	12/3	12/10	12/17	12/31	1/7	1/14	1/21	1/28	2/4	2/11	2/18	2/25	3/4	3/11	3/18	3/25
Plan	■	■	■	■																				
Discover					■	■	■	■	■	■	■	★												
Design													■	■	■	■	■	★						
Develop																	■	■	■	■	■			
Deliver																							■	★

★ Current State Report   ★ IT Strategic Themes & Objectives   ★ Final IT Strategic Plan and roadmap

INFORMATION TECHNOLOGY UPDATE

Evaluate security across the District and take action as necessary

- Hire Chief Information Security Officer (CISO) and Security Analyst

- Contract for Security Enhancements

- Reconstitute Security Task Force under CISO

- Centrally manage Firewalls, Networks and Identity

- Deploying end point protection, i.e., Antivirus

- Evaluate Solar Winds for system and network monitoring

- Implement Splunk for logging and analyzing IT data

Stabilize Student Information System (SIS)

- Added resources

- Return to Title IV (R2T4)

- Finalizing code for MIS and 320 Reports

Email Migration

- Developed new migration procedures

- Migration targeted to be complete before the start of the Spring 2019 semester

Fill district office IT vacancies

- 19 positions approved

- Job descriptions reviewed and submitted to PC
  – Hiring in process

Implement change management procedures for critical systems

- Informal procedures are in place

- Automated change management procedures will be developed in Service Now, IT services management platform.

Develop Business Continuity Strategy

- Upgrade LA Valley College (LAVC) Data Center to Tier 3

- Migrate critical data to core data centers at ESC & LAVC

- Utilize "Cloud" as a core Business Continuity tool

# Established Dashboards and Key Performance Indicators (KPI) for:

- SIS

- SAP

- Software Systems/Engineering/Operations

Department Summary

The SIS system has been performing at a healthy state since the start of the term. With the system stable and consistent, the team has been able to focus on moving forward with various projects and enhancements that have been identified.

SIS STATUS INDICATOR

Impact and Risk Assessment

HEALTHY

ACTION NEEDED

AT RISK
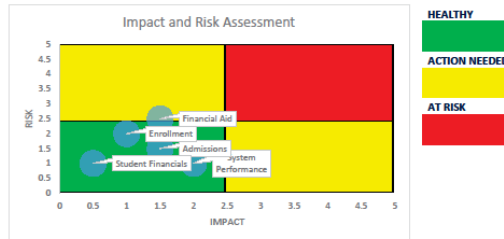
System Performance

Key Items of Focus	Status*
▪ System performance has been stable and consistent. ▪ There have not been any major reports of issues or concerns regarding the functionality ▪ The system is operating at a healthy state	🟢

Admissions

Items	Request Count	Key Items of Focus	Status*
Trouble Tickets	19	▪ The team has worked on correcting various bugs that have been identified. There are no major concerns currently impacting students and staff user experience.	🟢
Enhancements	24	▪ Currently, we have 24 enhancement requests from the Colleges to improve the processing of applications and other related functions.	🟢
Active Projects	6	▪ There is priority and focus on implementing the Multiple Measures Assessment Project and Application back-dating	🟢

Enrollment

| Items	Request Count	Key Items of Focus	Status*
Trouble Tickets	40	▪ The enrollment functions for the SIS have been stable and consistent ▪ There have not been any major incidents reporting regarding the enrollment process	🟢
Enhancements	48	▪ There are various enhancements requests related to rosters and other enrollment-related functions that the team is currently working on. ▪ Focus has been to implement the new state initiatives that have been presented	🟢
Active Projects	4	▪ All projects are on track with no major hurdles to overcome. ▪ There are additional required legislation changes that the team is working to complete in coordination with EPIE	🟢

Financial Aid

Items	Request Count	Key Items of Focus	Status*
Trouble Tickets	18	▪ Several trouble tickets are in the queue to be resolved. The team works closely with the Central Financial Aid Unit at the district to prioritize based on impact and risk. ▪ The vacancies identified by Huron will assist in moving several of the FA items towards a healthy state.	🟡
Enhancements	14	▪ The team has closed out various enhancements requests that were submitted for financial aid. ▪ We continue to work closely with CFAU to document and work on tasks to improve system functionality for the users	🟢
Active Projects	3	▪ The R2T4 committee has been reviewing the Summer data and no major issues have been identified. The project is on track for production next week ▪ The Cal Grant project was migrated to production. An additional enhancement has been identified and the team is working on the requirements. ▪ All projects in the FA area are on track and are moving towards a healthy state.	🟢

*Note: Status indicators represents the overall state of the area. Green represents no issues and item is on schedule. Yellow states some items need added attention. Red status represents a stoppage of progress in the area that is harmful to the business continuity of the organization.

10/3/2018

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Draft
IT Organization Structure
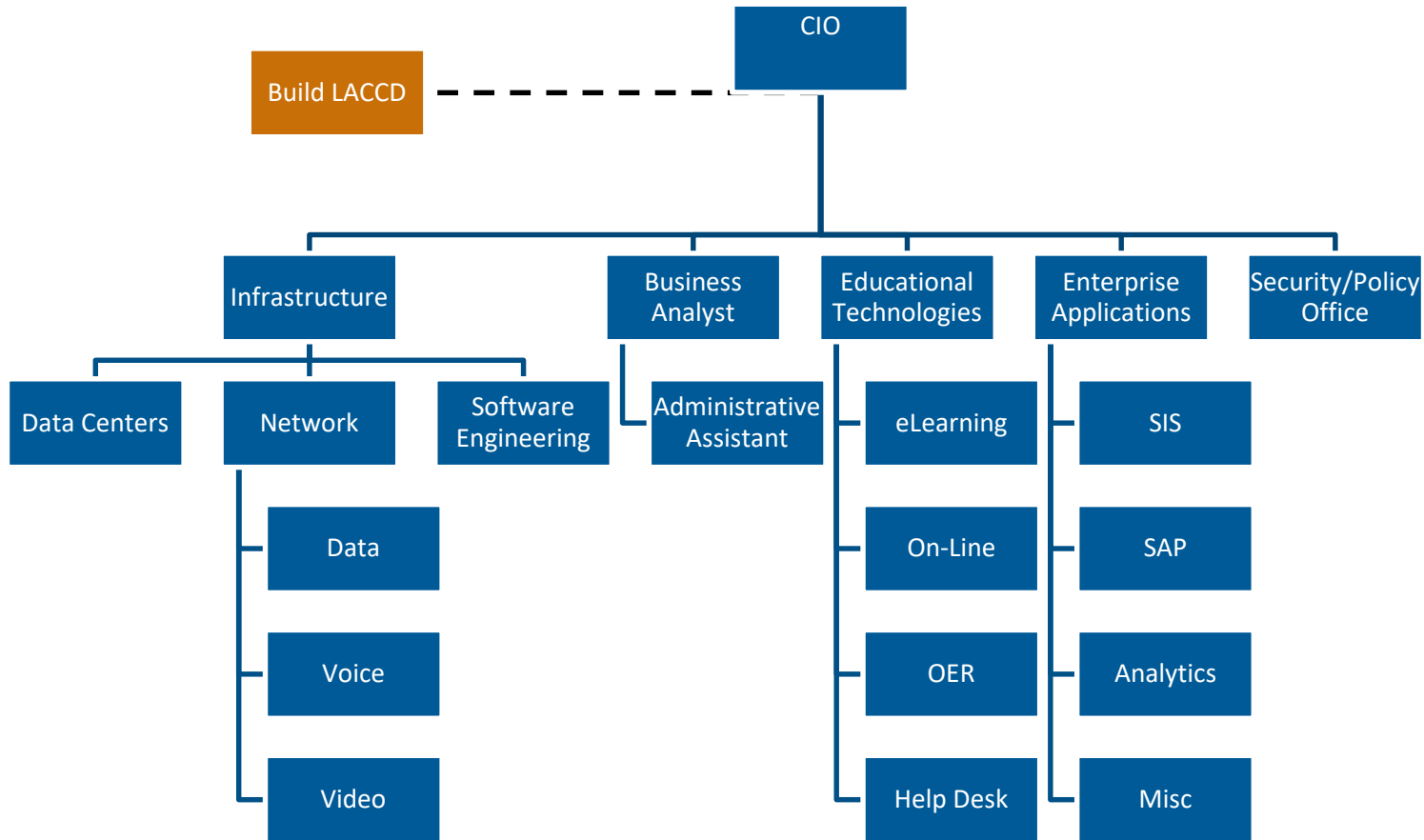
Evaluate unified Enterprise Resource Program (ERP)

- Oracle Cloud

- Workday

- Others

Establish Help Desk for students, faculty, and staff

- Selected ServiceNow as trouble ticket system

- Evaluate in-house vs. outsourced Help Desk

Support of new State Funding Model

- Salesforce

- Slate

- Student Financial Planning

- Others

Improve support for College based IT

- Move email to the cloud

- Move responsibility for Security, Networking and Identity Management to District IT

- New Organization Structure with enhanced support for learning technologies

- Establish Help Desk

PUBLIC COMMENT

ADJOURNMENT