



INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE

Participate | Collaborate | Innovate

**Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: September 2019**

Name of Institution: San Bernardino Community College District

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. District Wide IT Strategic Planning	<ol style="list-style-type: none"> 1. Establish current IT Strategic Plans at colleges 2. Establish current IT Strategic Plan at the District 3. Create an ongoing process that keeps these plans updated annually. 	CTO, College Directors	June 2020	<ol style="list-style-type: none"> a. Review other districts' IT strategic plans, meet with other districts to identify best practices for developing plans, determine applicability to SBCCD b. Develop, document and implement new planning process. c. Create the strategic plans for the colleges d. Create the strategic plan for the district 	<ol style="list-style-type: none"> a. Plan reviews and meetings with other districts completed; documentation of processes reviewed and evaluated for application in SBCCD b. New planning process implemented c. Drafts of the college and district IT strategic plans reviewed, feedback incorporated; final versions completed. d. Final versions of the IT strategic plans approved and disseminated 	<ol style="list-style-type: none"> a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Technology Governance and Communication	<ol style="list-style-type: none"> 1. Redefine and clarify the roles and membership for the Exec Committee and the Working Group 2. Limit TESS Exec to only leadership. 3. Establish and communicate new IT governance process 	CTO	March 2020	<ol style="list-style-type: none"> a. Look at other districts' processes for technology governance and determine applicability to SBCCD b. Redefine the charter, and membership for the TESS Exec and DAWG committee's c. Revise SBCCD IT governance process d. Communicate the new governance process to the leadership and members of the committees e. Find meeting times that work for the entire group to maximize participation f. Communicate the results out to the community g. Notify the executives that have not been attending that the focus of the meetings has changed and will only be high-level. h. Encourage participation in the committees 	<ol style="list-style-type: none"> a. Review of other districts' tech governance completed; processes reviewed and evaluated for application in SBCCD b. Charters, membership, and processes of both committees revised c. IT governance processes revised; feedback from stakeholders at district and the colleges incorporated d. New governance process approved and disseminated e. Meeting times established and disseminated f. New governance process and minutes from both committees communicated widely g. Notifications completed h. Plan to encourage participation implemented 	<ol style="list-style-type: none"> a. b.
C. Organizational structure at the District and at the Colleges	<ol style="list-style-type: none"> 1. Create the organizational structure and clarify how TESS serves, interacts and relates to the colleges 2. Identify where Security fits in the organization 3. Identify where project management fits in the organization 4. Clarify the help desk at the district and the colleges. 5. Clarify the Systems and Networking roles at the district and at the colleges. 6. With redundant roles at the district and the colleges, define which teams are responsible for what areas of the network, servers and helpdesk. 	CTO	September 2020	<ol style="list-style-type: none"> a. Bring in a consultant to review current organization and make recommendations b. Meet with other districts to identify best practices and determine applicability to SBCCD c. In accord with the findings, develop, implement, and disseminate description of TESS organizational structure and services, including security, project management, help desk, systems, and networking at the district and the colleges d. Review and update job descriptions e. Fill the technology gap in TESS for newer technologies such as Oracle Cloud, new HR system, and new SIS. f. Develop and implement new training plan for technical staff on these new technologies. 	<ol style="list-style-type: none"> a. Consultant retained; review completed; recommendations presented and evaluated b. Completion of review of practices at other districts; organizations reviewed and evaluated for application in SBCCD c. Organizational structure developed, implemented, and disseminated d. Job descriptions updated in accord with new organizational structure e. Technology gaps filled f. Development and implementation of training plan completed 	<ol style="list-style-type: none"> a. b.
D. Software procurement at the district and at the Colleges	<ol style="list-style-type: none"> 1. Eliminate or reduce the redundant software solutions that are being implemented at the colleges and at the district 2. Develop and implement a process for software procurement at the colleges and at the district 3. Include TESS in the process for reviewing and approving technology. 4. Ensure that contracts and grant proposals do not bypass the process. 	CTO	July 2020	<ol style="list-style-type: none"> a. With the assistance of a consultant, create an inventory of software that is supported at the colleges and at the district. b. Identify the software that has been purchased but has never been implemented and take corrective action as needed. c. Meet with other districts to identify policies that address this area and determine applicability to SBCCD d. Develop, implement, document and communicate the new policies and procedures regarding software procurement at the colleges and the district 	<ol style="list-style-type: none"> a. Inventory completed and reviewed b. Unused software identified; corrective action initiated c. Findings from the other districts reviewed and evaluated for application in SBCCD d. New policies and procedures implemented, documented, and communicated widely 	<ol style="list-style-type: none"> a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
E. Plan and implement effective districtwide infrastructure, including network, physical servers and cloud infrastructure.	<ol style="list-style-type: none"> 1. Standardize on consistent hardware for servers, networking equipment, and configuration. 2. Establish inventory and asset tagging process for all computers, servers, networking equipment, tablets and mobile devices 	CTO	August 2020	<ol style="list-style-type: none"> a. Analyze existing hardware replacement procedures b. Conduct inventory and analysis of existing hardware c. Evaluate Cloud versus On Premise strategy for district and campuses. d. Establish written standards for servers, networking equipment, tablets and servers. 	<ol style="list-style-type: none"> a. Analysis completed b. Hardware inventory completed and analyzed. c. Evaluation completed and recommendations made d. Written standards approved and disseminated widely 	a.
F. Project management for software implementations	<ol style="list-style-type: none"> 1. TESS to provide leadership and ownership over software implementations 2. Eliminate the failed project implementations 3. Improve the ability for the district and the colleges to implement innovative solutions 	CTO	November 2020	<ol style="list-style-type: none"> a. Review other districts to identify best practices and lessons learned b. Create project portal and standard approach to managing projects c. Define standards for large, medium and small projects. d. Ensure that all projects, scope, priority and status are visible to the community. e. Apply new approach to the prioritized projects from the governance committees f. Ensure that the appropriate training is provided as part of every new IT project g. Implement Courseleaf Catalog and Curriculum modules and provide training. h. Implement Resource25 scheduling software and provide training. i. Identify gaps in the organization for supporting new initiatives and make improvements as needed 	<ol style="list-style-type: none"> a. Findings from the other districts reviewed and evaluated for application in SBCCD b. Project portal and project management approach established c. Standards defined d. Project visibility methods implemented e. New project management approach applied to requests from governance committees f. Training provided g. Courseleaf Catalog and Curriculum modules implemented; training provided h. Resource25 scheduling software implemented; training provided i. Gaps identified and improvements implemented 	b.
G. Support services to the end users	<ol style="list-style-type: none"> 1. Improve the climate survey scores 2. Create a customer service focus 	CTO	July 2020	<ol style="list-style-type: none"> a. Analyze the climate surveys and identify strengths and weaknesses in the support at the district and the colleges b. Develop and implement an action plan to build on the strengths and reduce the weaknesses. c. Establish Service Level Agreements (SLA) to ensure timely response for services d. With the assistance of a consultant, evaluate ticketing system options and implement a new system consistent with the findings e. Implement a customer service training program. 	<ol style="list-style-type: none"> a. Analysis of survey data completed; strengths and weaknesses identified b. Action plan completed and implemented c. SLA's established d. Evaluation completed and new system implemented e. Customer service training program implemented. 	c. d.

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
District Wide IT Strategic Planning	<ol style="list-style-type: none"> 1. Establish current IT Strategic Plans at colleges 2. Establish current IT Strategic Plan at the District 3. Create an ongoing process that keeps these plans updated annually. 	Consulting support for collecting and compiling input from the colleges and the district.	\$10,000
Technology Governance and Communication	<ol style="list-style-type: none"> 1. Redefine and clarify the roles and membership for the Exec Committee and the Working Group 	No costs	\$0
Organizational structure at the District and at the Colleges	<ol style="list-style-type: none"> 1. Clarify the organizational structure and TESS serves, interacts and relates to the colleges 2. Identify where Security fits in the organization 3. Identify where project management fits in the organization 4. Clarify the help desk at the district and the colleges 5. Clarify the Systems and Networking roles at the district and at the colleges. 	Consulting support on organization structure \$15,000. Train existing staff on use of Oracle Finance Cloud \$25,000. Training for Oracle PL/SQL, .NET and ETL \$20,000.	\$60,000
Software procurement at the district and at the Colleges	<ol style="list-style-type: none"> 1. Eliminate or reduce the redundant software solutions that are being implemented at the colleges and at the district 2. Develop and implement a process for software procurement at the colleges and at the district 	Consulting to help document the full software inventory at the colleges and the district. In addition, create report that shows software not in use, duplicate software, and software where renegotiating the contract can save the district money.	\$45,000
Project management for software implementations	<ol style="list-style-type: none"> 1. TESS to provide leadership and ownership over software implementations 2. Eliminate the failed project implementations 3. Improve the ability for the district and the colleges to implement innovative solutions 	Costs to develop custom project portal that allows the submitting and reporting of the projects \$35,000. Training on Project Management for TESS team \$15,000.	\$50,000
Support services to the end users	<ol style="list-style-type: none"> 1. Improve the climate survey scores 2. Create a customer service focus 3. Measure and improve the response times for service 	Consulting costs to assist with implementing a new Help Desk ticketing system. \$15,000. Customer Service training for district and colleges for the Service Desk and the TESS team that interfaces with end users \$20,000.	\$35,000
Total IEPI Resource Request (not to exceed \$200,000 per college)			\$200,000

Approval	
Chief Executive Officer	
Name:	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President <i>Crafton Hills College</i>	
Name:	
Signature or E-signature:	Date:
Academic Senate President <i>San Bernardino Valley College</i>	
Name:	
Signature or E-signature:	Date: