

# Executive Summary of IT Assessment

## Key Findings and Recommendations

August 9, 2021

Cambridge West Partnership (CWP) looked at two overarching areas: IT Governance and IT Organization. CWP was not tasked with completing a deep review of the college structures. The current focus is on District IT. Below is a summary of the key findings, recommendations and next steps.

### KEY FINDINGS

1. IT Governance Councils and Committee are not well defined, understood or operating efficiently.
2. The current IT organizational structure is outdated, inefficient and overstaffed in comparison to comparable districts and research-based best practices. Given the staffing resources, projects should be moving at a much quicker pace.
3. Job descriptions are outdated.
4. Consultants are used to maintain key systems and complete operational work.
5. District does not have a Chief Technology Officer at the cabinet level.
6. District does not have an Information Security Officer.
7. Key support for Workday is handled by staff in non-IT departments.
8. Technology planning is lacking
  - a. District and college tech plans are outdated
  - b. Only one college has a replacement plan.

### KEY RECOMMENDATIONS

1. Implement IT Governance recommendations (see chart on page 4).
2. Develop a plan to restructure IT districtwide over time to more effectively serve students and staff as per district needs and research-based best practices.
3. Review and develop properly titled, current and accurate job descriptions.
4. Develop a plan to transition operational work from consultants to in-house staff. Consultants should be used for one-time high-risk activities.
5. Hire a Chief Technology Officer (repurpose existing vacant position)
6. Hire an Information Security Officer (repurpose existing vacant position)
7. Move the support of Workday to the District IT operation and cross-train IT staff for redundancy.
8. Update District and College Tech Plans, create District and college technology replacement plans and develop a funding plan.

### KEY DATA

Below are some data that CWP used in the assessment, including:

1. Software Supported
2. Hardware Supported
3. Current Organizational Structures of District IT and the Colleges
4. Comparable Districts
5. Research on Industry Standards and Best Practices

Also included below is the current IT governance structure and a proposed IT governance structure.

### NEXT STEP

Develop a plan to address the key recommendations.

## Software Environment

Below is a table which summarizes the software supported throughout the District:

Grossmont - Cuyamaca Software				
Software	District	Cuyamaca	Grossmont	Total
Enterprise	81	0	0	81
Instructional/Desktop	4	156	281	441
<b>Total</b>	<b>85</b>	<b>156</b>	<b>281</b>	<b>522</b>

## Hardware Environment

Below is a table which summarizes the nearly 8,000 hardware devices/setup supported throughout the District:

Grossmont - Cuyamaca Hardware				
Devices	District	Cuyamaca	Grossmont	Total
Desktops/Laptops	140	1036	2050	3226
Network	1616	452	453	2521
Servers/Storage	207	23	30	260
A/V Setups	3	127	166	296
Phones	1662	0	0	1662
Other	1	0	0	1
<b>Total</b>	<b>3629</b>	<b>1638</b>	<b>2699</b>	<b>7966</b>

## Staff Size and Composition

Below is a table which summarizes the current composition of the staff positions at GCCCD:

Grossmont - Cuyamaca Organization Size by Position Type				
Position Type	District Office	Cuyamaca	Grossmont	Total
Manager/Supervisor	10	1	2	13
Enterprise Network	4			4
Computer/Lab Support		5	4	9
Helpdesk/Admin Support	7	3	2	12
Consultants	3			3
Media/AV		3	3	6
Enterprise Systems	9			9
Other	1			1
<b>Total</b>	<b>34</b>	<b>12</b>	<b>11</b>	<b>57</b>

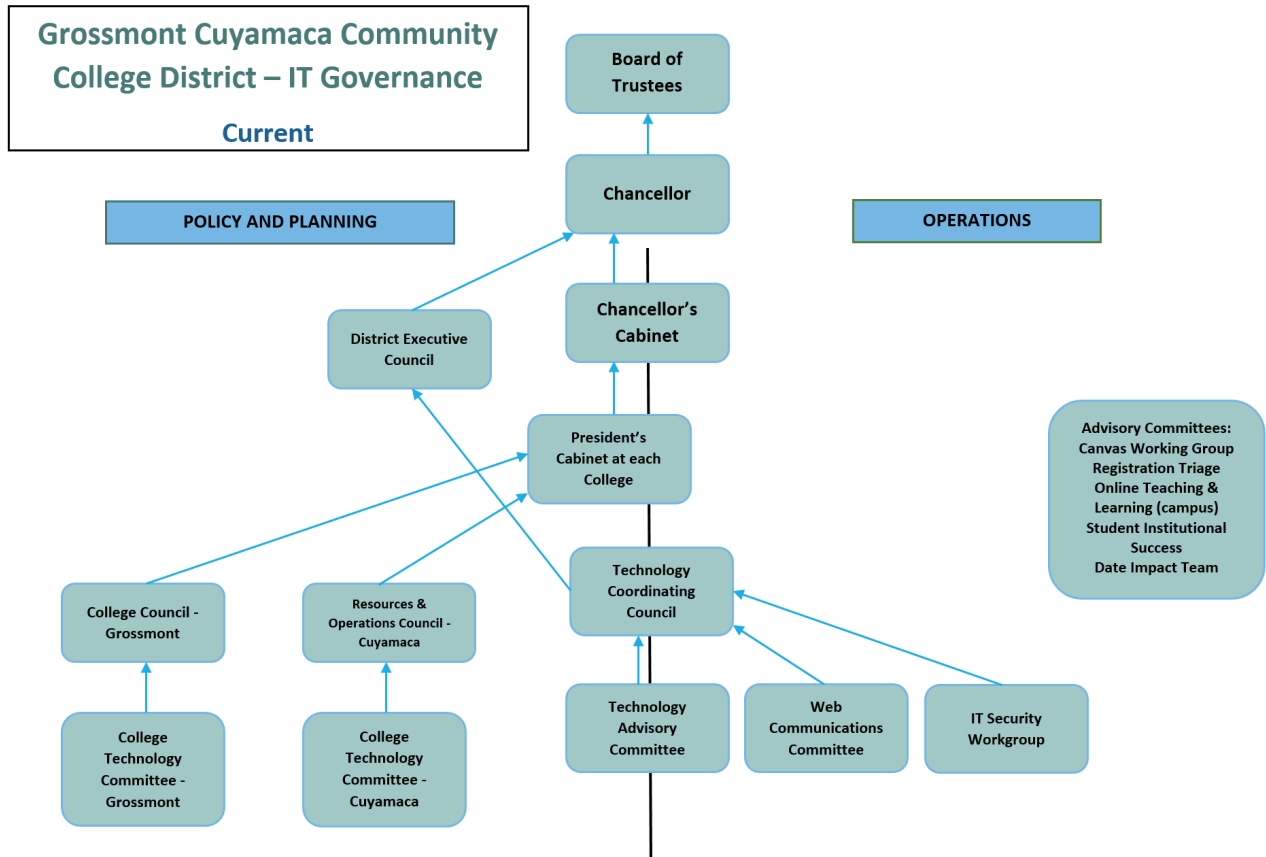
## Comparable Districts

Below is a table which shows the Headcount/FTES and the overall staff size (IT+ICS+IMS) for comparable multi-college Districts:

Grossmont - Cuyamaca Comparison to Similar Size Multi-campus Districts									
Annual 2019-2020									
District	FTES	Student Headcount	Staff Headcount	Headcount (Total) per IT Staff	IT Staff Size				Total
					District Enterprise Apps	District Tech Support	Campus		
Chabot - Las Positas	16,617	31,369	1,305	883	15	6	16		37
<b>Grossmont - Cuyamaca</b>	<b>14,989</b>	<b>35,904</b>	<b>1,817</b>	<b>662</b>	<b>20</b>	<b>14</b>	<b>23</b>		<b>57</b>
San Bernardino	15,574	28,485	1,458	730	13	10	18		41
Yosemite	15,059	29,384	1,288	829	10	10	17		37
Source: California Community College Data Mart					Source: District Organizational Charts				

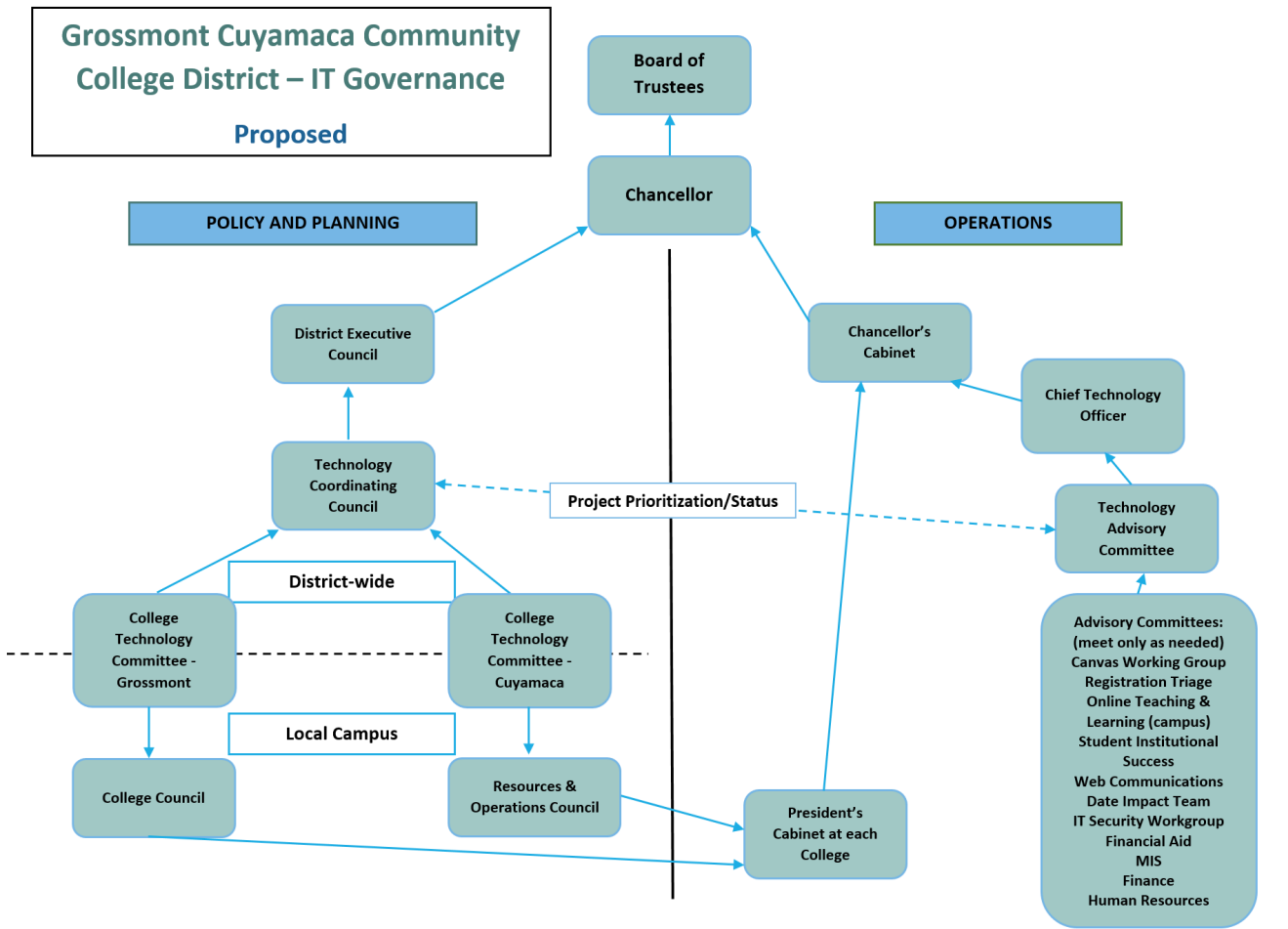
## Current IT Governance

As an additional component to the scope of work, CWP did a cursory review of the current IT Governance structure. Below is a graphic depiction of the structure in place:



## Proposed IT Governance

Based on the concerns presented in the current IT governance structure CWP recommends a streamlining of the decision-making process with regards to technology decisions. The following chart depicts the CWP recommendation for IT Governance which should result in streamlined and clearly understood IT Governance:



## Works Cited

[D. Christopher Brooks, J. O.-B. \(2019\). The Higher Ed CIO, 2019. Educause Center for Analysis and Research.](#)

[Debbie Carraway, P. N. \(2019\). Architecting the IT Organization: Clarifying the Contributions of Enterprise Architecture, IT Governance, and IT Service Management to the IT Value Chain. Educause Publications.](#)