

SRJC SYSTEMS CHANGE UPDATE SIS

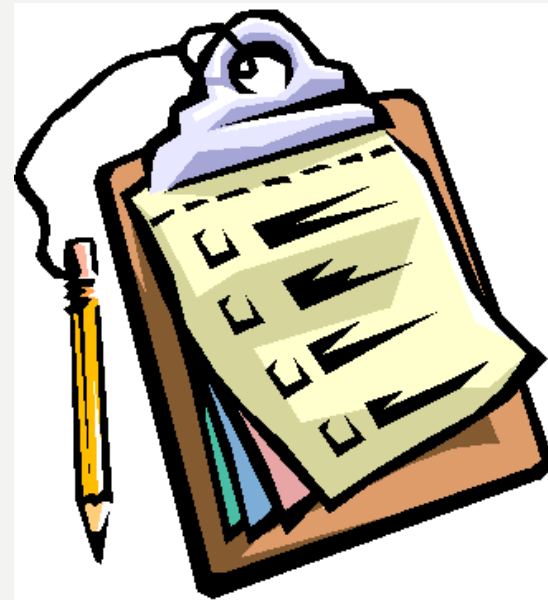


SIS REPLACEMENT HISTORY/UPDATE/PLAN
JANUARY 25, 2017
DR. SCOTT CONRAD
IT DIRECTOR, SRJC

AGENDA



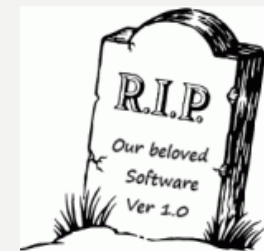
- Goals/ SIG Evaluation of Needs Process
- History of ERP/SIS
- State of the State of Vendors
- ERP- SIS First or Last?
- ERP/SIS Architecture in Transition
- SRJC Readiness for Change
- Scope: SIS only
- RFP Selection Management Team
- RFP Process Timing
- Action Needed



VISION- SIS TO SUPPORT MISSION

A NEW SIS THAT:

- Delivers a simpler, integrated user experience
- Designed to work on mobile devices
- Enhances our ability to better serve our students via data analytics and proactive engagement for better success
- Evolves as our needs change at a faster pace
- Reliable, intuitive, secure and easily accessible
- Provides Lowest Cost of Ownership- staff and subscription



WHY CHANGE?



- **SRJC Strategic Objective D: Provide, enhance, integrate, and continuously improve technology to support learning and innovation.**
 - **Streamlined business processes** (BPA recommendations)
 - Improved **access to services** (mobile friendly) for students, faculty, staff, and vendors
 - Simpler **common user interfaces**- simple, agile portals and dashboards for all users to improve communication, information access, and support campus engagement
 - Improved use of **business analytics** for better workflow management, and document management to enable data driven planning and tracking of results
 - Facilitate long range **planning across all business functions** and disciplines with accurate, easily accessible data presented in intuitive graphical formats
 - Easier **access to critical resources** for better, faster decision making
 - **Improved productivity** via web access and mobile applications
 - **Responsive to changing** state/federal/internal reporting requirements
 - Improved analytical and statistical analysis of data over time for **better decisions**

"THE SECRET OF
CHANGE IS TO FOCUS
ALL OF YOUR ENERGY,
NOT ON FIGHTING THE
OLD, BUT ON BUILDING
THE NEW."

– SOCRATES

SIG BPA ASSESSMENT PROCESS

- Seven Processes Mapped
 - Hiring, Onboarding, and Payroll Process
 - **New Student Enrollment Process**
 - **Continuing Student Process**
 - **Financial Aid Process**
 - **Disabled Student Services Process**
 - **Class Schedule Development Process**
 - Purchasing Process
- Survey of SRJC Employees



COMMON BPA SIS FINDINGS

- **Many steps**
- **Paper-driven** – e.g., many forms trigger subsequent steps
- **Long cycle times** – e.g., long time from start to finish
- **Proliferation of shadow systems** and duplicate data entry
- **Gaps** – e.g., transfer work not included in students' degree audits
- **Issues with tracking and reporting SSSP requirements**
- **Multitude of interfaces** with different sign-ons
- **Lack of integration**

WHY IS CHANGE SO HARD?

- ✓ Most people are reluctant to alter their habits;
- ✓ What worked in the past is good enough;
- ✓ Resistance is even stronger if the organization has succession of leaders;
- ✓ Call for sacrifice and self discipline is met with cynicism, skepticism and resistance.



Everyone loves progress
No one likes change

SRJC STAFF SURVEY FEEDBACK

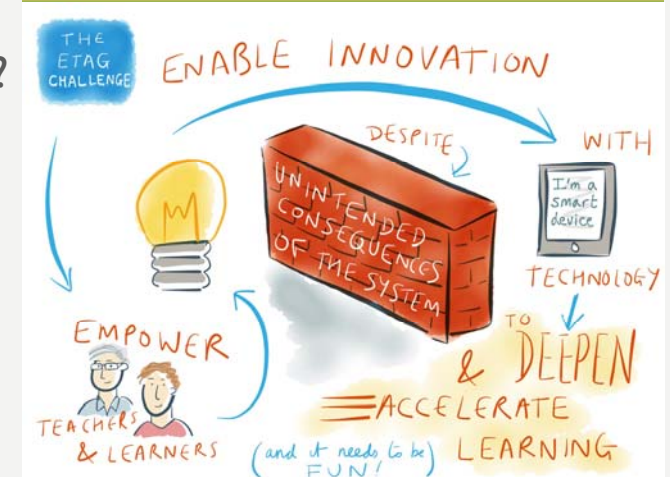
- What's the biggest technology challenge at SRJC?
 - Dated technology – “the College is behind the times”
 - Need to modernize
 - Lack of integration between systems
 - **Limitations of Student Information System (SIS)**
- What's the top opportunity for improving technology at SRJC?
 - **New, integrated SIS**
 - Standardize systems

The Biggest Technology Challenge for Business

- Keeping pace with new information technology in new competitive environments



4-7



LONG TERM SOFTWARE NEEDS

– What will be important or very important in 2025?

- 97% Seamless experience for students, faculty, staff
- 97% Single user interface and sign on
- 97% Mobile and web-based access 24/7
- 99% Data security
- 78% Single ERP vs. Best-of-Breed
- 94% Workflow
- 94% Business Intelligence
- 96% Seamless integration

What was learned?

- Processes are inefficient or “broken” in many areas
- All systems are serviceable and meeting many needs
- Many typical functions are not available or not implemented
- Systems don't appear to meet long-term goals
- Systems are not well integrated
- User interface is different for each system
- Student system has the least satisfaction and most needs
- Student system is based on older technology and knowledgeable staff are nearing retirement

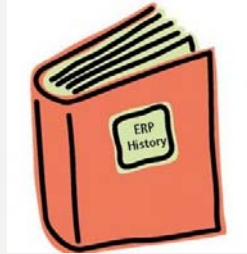
Why is change so hard?

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www.glasbergen.com



“I want you to find a bold and innovative way to do everything exactly the same way it's been done for 25 years.”

HISTORY OF ERP/SIS



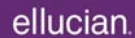
- 1980-1998- **SRJC Schooling HP3000 SIS, CCC Standard, Consortium of 30 + Colleges**
- 1998-2008- **Y2K bond measures and emergence of three commercial vendors with CA Ed Code compliant SIS:** Oracle PeopleSoft, Datatel Colleague, and Banner → 90% CCCs purchased one of these three products, roughly 40% Datatel, 40% Banner, 10% Oracle, 10% SRJC SIS or other homegrown. **Most schools on completely integrated ERP- HR, Finance and SIS by 2008.**
- 2008- 2016- **SRJC SIS 2.0**, Microsoft Visual Basic, SQL released 2008, **Only 2 schools left in consortium-** SRJC and MPC.
 - Workday beta cloud ERP 2013, released 2016,
 - Oracle cloud Fin and HR released 2016, new SIS under development
 - By 2016, 118 CCs, only 3 non-commercial SIS systems- Santa Monica, SRJC/MPC, South Orange
 - South Orange converting to Workday, Santa Monica going for RFP, SRJC and MPC planning to convert



History of ERP

- 1972 SAP
 - 1975 Lawson
 - 1975 Microsoft
 - 1977 JD Edwards
 - 1977 Kronos
 - 1978 Baan
 - 1979 Oracle
 - 1987 PeopleSoft
 - 2002 Info
 - 2005 Workday
- 2003-2005 Industry consolidation occurs:
- Oracle – E-Business Suite, JD Edwards, PeopleSoft, and Seibel
 - Microsoft – Navision, Axapta, Great Plains, and Solomon
 - Infor – Baan, Mapics, and a slew of other products
 - Sage – Best Software is acquired

STATE OF THE STATE OF VENDORS

The logo for Ellucian, featuring the word "ellucian." in white lowercase letters on a purple square background.

- **Ellucian**- Dominant installed base for CA CCCs: 50% Datatel Colleague (obsolete), 50% Banner. Ellucian sold to VCs in 2015 and taken private. Customers very unhappy with support. Mesa CC dumped Banner to buy Oracle this year.

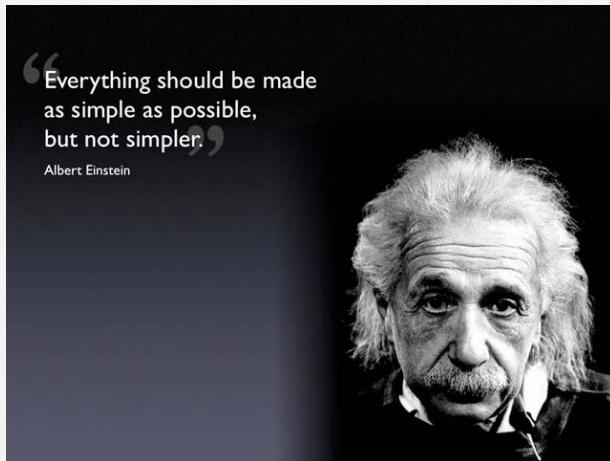
The logo for Oracle PeopleSoft, with "ORACLE" in red and "PeopleSoft" in blue.

- **Oracle PeopleSoft**- 10% of CCs, very large Districts like LA CC and SD CC, expensive, Oracle converting to cloud with new products Fin, HR and eventually Student. Oracle PeopleSoft created when Oracle did a hostile takeover of PeopleSoft in 2005. Univ. of NV dumped Oracle to convert to Workday (in process).

The logo for Workday Education, featuring a yellow arc above the word "workday." in blue and "EDUCATION" in orange below it.

- **Workday**- ex-founders of PeopleSoft started Workday in 2006, now over \$1B in revenue, Cloud based products, dominant in HR and Fin in commercial world, full SIS released Fall 2016. SIS systems installed in several CCs in FL and TX and dozens of pvt and public 4 year colleges including Dominican in San Rafael, Santa Clara Univ. and Arts College of SF locally. South Orange CC converting to Workday.

ERP- SIS FIRST, OR LAST?

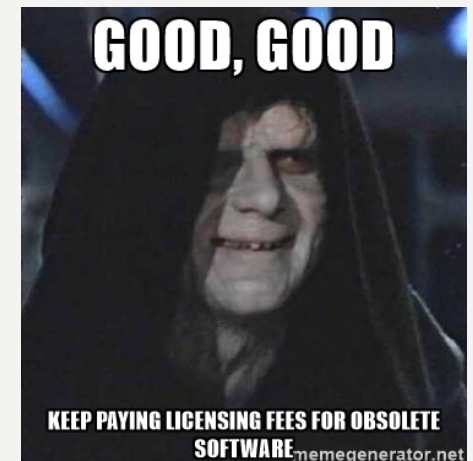
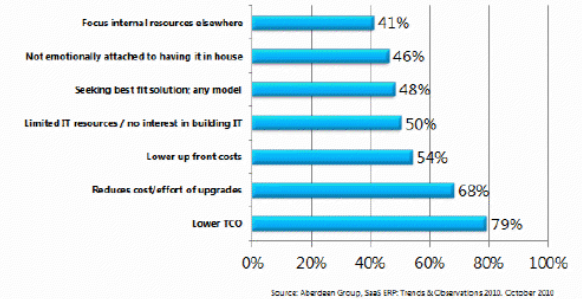


- Vendors typically recommend doing HR/Finance first
- 50% of installed commercial users did SIS first, most of these implemented over 10 years ago. Current products are even more integrated. Doing SIS first doubles integration. First you must build custom interfaces to legacy systems and then a second time when you do finally implement new Fin and HR system.
- Systems are designed to be “integrated”, e.g., both PeopleSoft and Ellucian did not bid the recruiting RFP because we would need to install large parts of their HR and Fin to even get their recruiting modules to work.
- KISS → HR is the easiest to implement, SRJC has no HR system, all of HR < 30 people → Fin is more complex to implement but is the foundation for costing and forecasting, < 60 people in Finance and Payroll most impacted → SIS is most complicated and impacts 2,000 + employees and all current and future students, > 35K+/yr

ERP/SIS ARCHITECTURE IN TRANSITION

- The standard for commercial ERP systems is cloud architected. Workday, Oracle and SAP are the global leaders in commercial cloud architected ERP systems. Ellucian does not yet offer cloud architected products.
- Cloud architected systems are mobile friendly (usable anywhere you have internet access with a browser), more cost effective (shared resources), scalable in cost and scope, much cheaper to upgrade and support, more reliable, designed to be easy to change (configurable vs. customizable), designed to enable use of big data for forecasting and data-driven decision making, easy disaster recovery. User interface is student friendly (mobile phone optimized for registration and interaction).
- ***Does SRJC want be the last college to buy the obsolete client server architecture product, or one of the first to buy the 21st Century cloud architecture product? Selection team will decide.***

Why Customers Choose the Cloud?



SRJC READINESS FOR SIS CHANGE

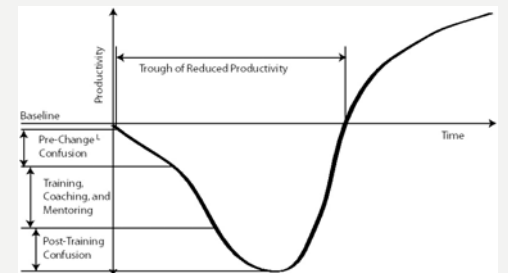
- **ERP implementation is disruptive** and will take 2-4 years to complete. (Implementing SIS 2.0 took 6 years to complete)
- **Top indicator of success is sustained top management priority and commitment.** Right now our priorities: Facilities master plan and building planning, resolving the structural deficit, enrollment growth, and 100th anniversary. IT Priorities: SSSP Ed planning, Degree Audit, Starfish Student Success, Common Assessment, Online Ed Initiative and State Portal (state mandated priorities). A new ERP including a new SIS will provide better tools and data to help resolve the structural deficit and enrollment growth.
- **Planning and implementation will require hiring consultants, project managers and STNC staff** like we are doing for SSSP and Capital Projects and require substantial time investment by existing management and staff to plan and implement new processes to improve our ability to serve students efficiently, at the same time we meet SSSP changes, MIS changes, new construction, enrollment and budget challenges and ongoing running of the college.



*Making change happen,
and making it stick*

&

Delivering sustainable
organizational change



SCOPE: SIS ONLY

- Management team decision last year was to replace SIS first
- RFP now



SIS SELECTION TEAM- "PROPOSED"

- Academic Affairs
 - Scheduling
 - Enrollment Management
 - Faculty
- Student Services
 - Counseling
 - A&R
 - DRD
- Business Services
 - IT
 - Purchasing
- Institutional Research- KC

Co-Leads → AA and SS

Classified and Faculty and Student Participants on the selection team TBD



PROPOSED RFP PROCESS TIMING

- RFP- 3-6 month process
- SIG will lead the procurement process

Feb 2017

- **Select Team: Managers, Classified, Faculty and Students**

Feb-Mar
2017

- Develop RFP plan and cases for vendors to address
- Develop scoring process for vendor submissions
- Solicit bids including demo week for each vendor
- Review bids and reduce to finalists for demo's

Apr 2017

- Vendor demonstrations

May- Jun
2017

- Visit community college customers using finalist systems
- Select final vendor and recommend to BOT for approval



ACTION NEEDED

- **Assign team and get started working with SIG**
- Management Priority
 - Resource commitment for the duration- 50% assignment of management resources
 - STNC funding to backfill staff (key knowledge experts in AA and SS)
 - Travel funding and time to learn from other colleges
 - Communication
 - Funding for hiring of consultants for project management, customization, data conversion and training.
 - **District Project led by AA and SS, supported by Bus Services**



If your motives and decisions are anchored in leaving a legacy that will enhance the lives of others, then you are on the right track.

- Carla Wasserfall

QUESTIONS?

