# California Community Colleges

## CCC Common ERP Project Updates and Feedback Session

Dec 15, 2023

## What are you most looking forward to during the winter break?
13 responses

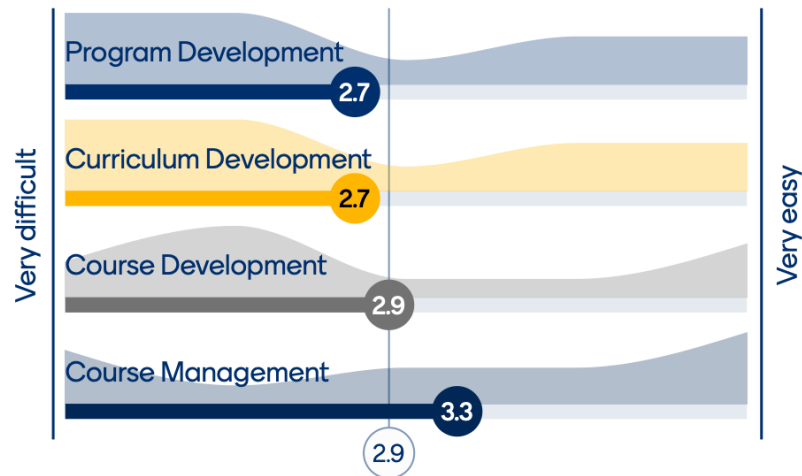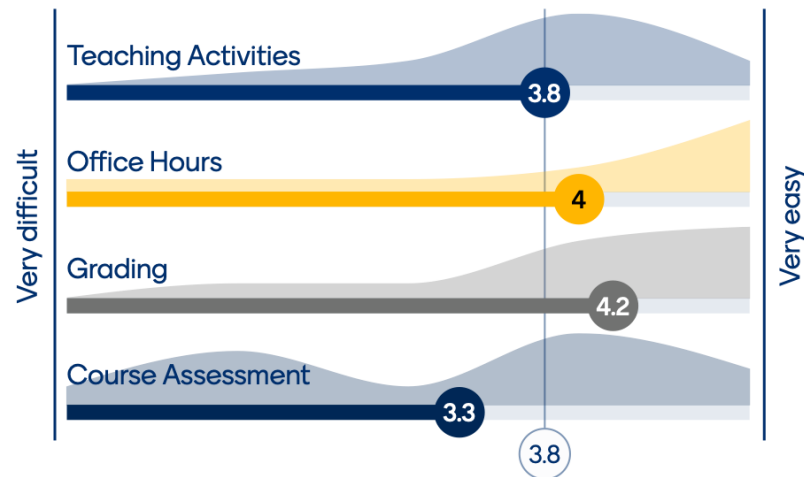| Sleep | Time camping with family | Time with my family |
|---|---|---|
| Sleep | Visiting with family & friends | There's a break? |
| Relax with my family | Baked goods | Resting and relaxing with the kiddos! And lots of eating and baking |
| Relaxing | Relaxing, Refreshing, and binge tv watching | Realxing |

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**What part of your responsibilities related to technology platforms and interfaces would you like to see simplified or made easier going forward?**

14 responses

Data input

Curriculum review and approval

They communicate with each other

Sign in, getti g reports and

aligning curriculum and the college catalog between PeopleSoft, COCI and Elumen

Mangaging student early alerts

As a curriculum chair, I would like to see a system that includes, Banner, COCI, and Curricunet or another course

User interface

Grading and reviewing students academic history and educational planning

SLO entry and data visualization

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# How easy or difficult has your experience been with using your district's HR system?



Very difficult

How easy or difficult has your experience been with using your district's HR system?

2.1

Very easy

2.1

13
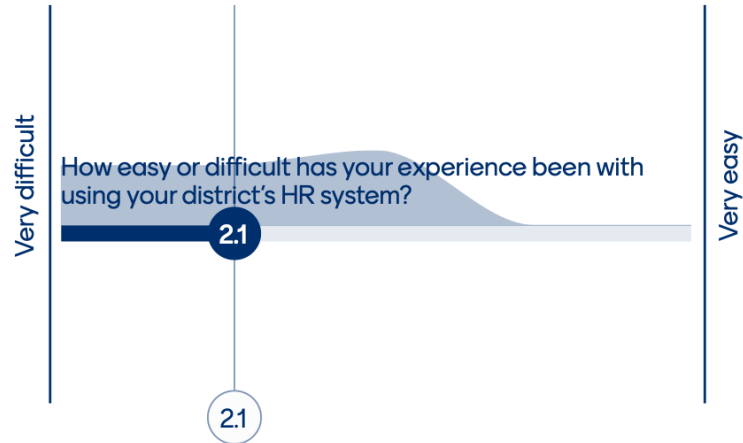
## What, if anything, would you like to see simplified or made easier with the HR systems going forward?

12 responses

Access, ease of use

Improved user interface with logical design

Less external links. Easier to locate information.

Accessibility and Navigation-

All of it

Complaint process

More easy access for faculty... this is not a technology problem it's an "organizational" matter.

Alignment with established processes

accessing benefits information; accessing applications for hiring processes

Navigating through the sites/pages/forms

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# CCC Common ERP Project Updates

# *Vision 2030* + Digital Equity

*Anyone in California seeking a postsecondary education, regardless of what they look like, where they live, time since high school, and their preferred education modality should have on-demand access.*

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# Unprecedented Support

## Governor's Roadmap & Vision 2030



"…to develop a phased approach to implement a common data collection system that can be used by each community college to submit data…"

*Governor's Roadmap with CCC*

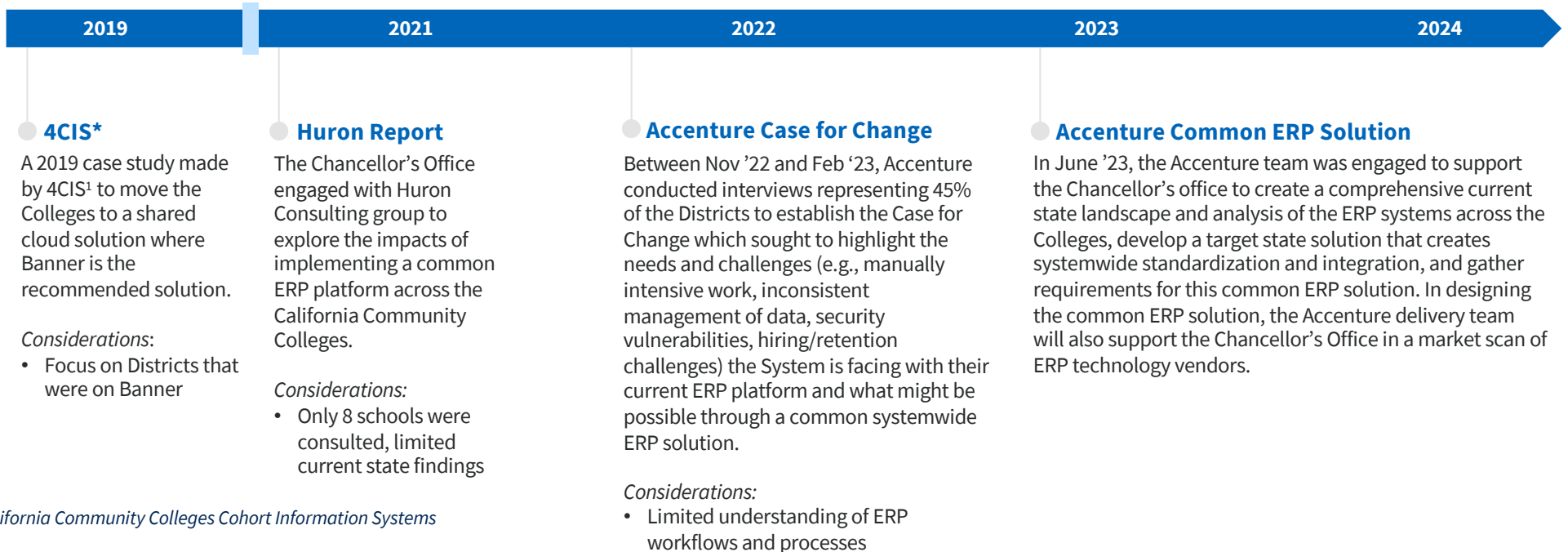- **Systems** —to remove barriers at scale by providing near real-time data, improving student support and programmatic progression and analytics.

- **Policy** — Data governance practices that can inform and advance policy for further development and reforms.

- **Resources** - maximizing investments and leveraging economies of scale for a systemwide ERP

*Vision 2030*

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# Previous Work Completed

**Several initiatives have been completed around the Common ERP in recent years.**

| 2019 | 2021 | 2022 | 2023 | 2024 |

### 4CIS*

A 2019 case study made by 4CIS[1] to move the Colleges to a shared cloud solution where Banner is the recommended solution.

*Considerations*:
- Focus on Districts that were on Banner

### Huron Report

The Chancellor's Office engaged with Huron Consulting group to explore the impacts of implementing a common ERP platform across the California Community Colleges.

*Considerations:*
- Only 8 schools were consulted, limited current state findings

### Accenture Case for Change

Between Nov '22 and Feb '23, Accenture conducted interviews representing 45% of the Districts to establish the Case for Change which sought to highlight the needs and challenges (e.g., manually intensive work, inconsistent management of data, security vulnerabilities, hiring/retention challenges) the System is facing with their current ERP platform and what might be possible through a common systemwide ERP solution.

*Considerations:*
- Limited understanding of ERP workflows and processes

### Accenture Common ERP Solution

In June '23, the Accenture team was engaged to support the Chancellor's office to create a comprehensive current state landscape and analysis of the ERP systems across the Colleges, develop a target state solution that creates systemwide standardization and integration, and gather requirements for this common ERP solution. In designing the common ERP solution, the Accenture delivery team will also support the Chancellor's Office in a market scan of ERP technology vendors.

*\*California Community Colleges Cohort Information Systems*

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The Common ERP Project began by working with systemwide stakeholder groups to understand the technology challenges and opportunities we face

**11**

**Statewide Stakeholder Groups were engaged**

**67**

**Stakeholders were interviewed**

**5**

**Key challenges with current ERP systems were identified**

**45%**

**Of the districts were represented**

**57%**

**Of the colleges were represented**

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# Five Key Challenges with Current ERPs

Through interviews with the students, faculty, and staff, the following key challenges emerged:

1. Disparate processes, procedures, and systems lead to **manually intensive work**, significantly **hindering** the colleges' **ability to focus on strategic activities**

2. **Inconsistent** management of data and **inaccurate** reporting limit our **ability to serve students and faculty**

3. Current landscape **exacerbates** existing **hiring and retention challenges** for IT staff.

4. Students, faculty, and staff face **inequitable experiences related to technology**, which **reduces institutional mobility, limits visibility** into data, **hinders communities of practice**, and **increases barriers** to success

5. **Slow adoption of modern technology** systemwide contributes to **security vulnerabilities** for students, faculty, staff, and institutions, impacting continuity of delivery of education and services.

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# Moving to a Common ERP:
Transformational Benefits to Mitigating Challenges

**Disparate systems, unverified data, and inconsistent experiences**

Cybersecurity Vulnerabilities

Inconsistent and Ineffective Data and Reporting

Inconsistent Student and Staff Experience

Burdensome Technology and Lack of Standardized Data

Hiring and Retention Challenges

Outdated Hardware and/or Software

*Transition to a common ERP*

**Unified common ERP that provides accurate, real-time data and consistent systemwide experience**

Reduce Vulnerabilities through Centrally Managed Security

Support Data Standardization and Improve Data Accuracy

Create Common Statewide Experience

Reduce Reporting and Software Management Burden

Develop IT Pool of Talent and Community of Practice

Reduce Manual Processes and "Shadow Systems"

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# Common ERP Current State Data Gathering Recap

## A. Survey

**Background:**
Initial Data Collection Survey communication was released to Pre-Launch Group 7/19. Data Collection Survey was released to Statewide Group 8/15.

**Recap:**

**239** Survey respondents

**63%** Of districts responded to the survey

| IT | Finance | HR | SIS | TOTAL |
|----|---------|----|----|-------|
| 62 | 50 | 47 | 80 | 239 |

## B. Interviews

**Background:**
Requires at least one survey submission for a functional area (IT, Finance, HR, or Educational Services & Support and Institutional Research) before an interview is scheduled. Interviews are targeted to be completed by mid November.

**Recap:**

**126** Interviews completed with over **300** attendees

**39** Different districts interviewed

**21** Districts where interviews were completed for all functions areas

## C. Document Uploads

**Background:**
Document requests and uploads are a key input into our current state data gathering approach. Relevant documentation received so far has been business process analysis initiatives and work products, strategy plans, policies, and process flows.

**Recap:**

**73** Districts provisioned in Box.com

**24** Districts have uploaded documentation

**1407** Documents uploaded

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# Common ERP Current State Data Gathering Engagement

## 46 District Participants

| | | | |
|---|---|---|---|
| Allan Hancock CCD | Riverside CCD | Long Beach CCD | Sierra Joint CCD |
| Barstow CCD | San Bernardino CCD | Los Angeles CCD | Siskiyou Joint CCD |
| Butte-Glenn CCD | San Diego CCD | Los Rios CCD | South Orange County CCD |
| Cabrillo CCD | San Francisco CCD | Mendocino-Lake CCD | Southwestern CCD |
| Chabot-Las Positas CCD | San Joaquin Delta CCD | Merced CCD | State Center CCD |
| Citrus CCD | San Jose-Evergreen CCD | Mira Costa CCD | Ventura County CCD |
| Copper Mountain CCD | San Luis Obispo County CCD | Mt. San Antonio CCD | Victor Valley CCD |
| Desert CCD | San Mateo County CCD | Palo Verde CCD | West Hills CCD |
| El Camino CCD | Santa Barbara CCD | Palomar CCD | West Kern CCD |
| Feather River CCD | Santa Clarita CCD | Pasadena Area CCD | West Valley-Mission CCD |
| Grossmont-Cuyamaca CCD | Sequoias CCD | Peralta CCD | |
| Lake Tahoe CCD | Shasta-Tehama-Trinity Joint CCD | Rancho Santiago CCD | |

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# Budget request

## Phase 1
- $310.1 million one-time, $24.9 million ongoing

## Phase 2
- In fiscal year 2027-28, request $214 million one-time
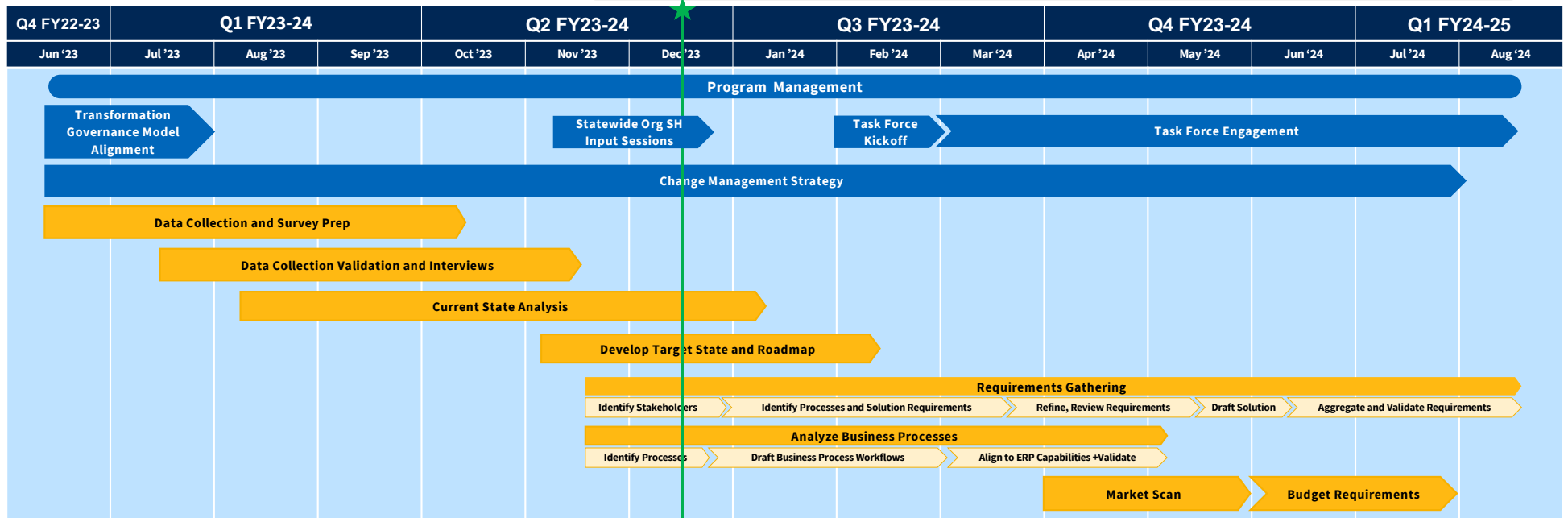
# Common ERP Project Timeline

**Phase 1**
Transformation Governance, Current State Analysis, Target State, Roadmap
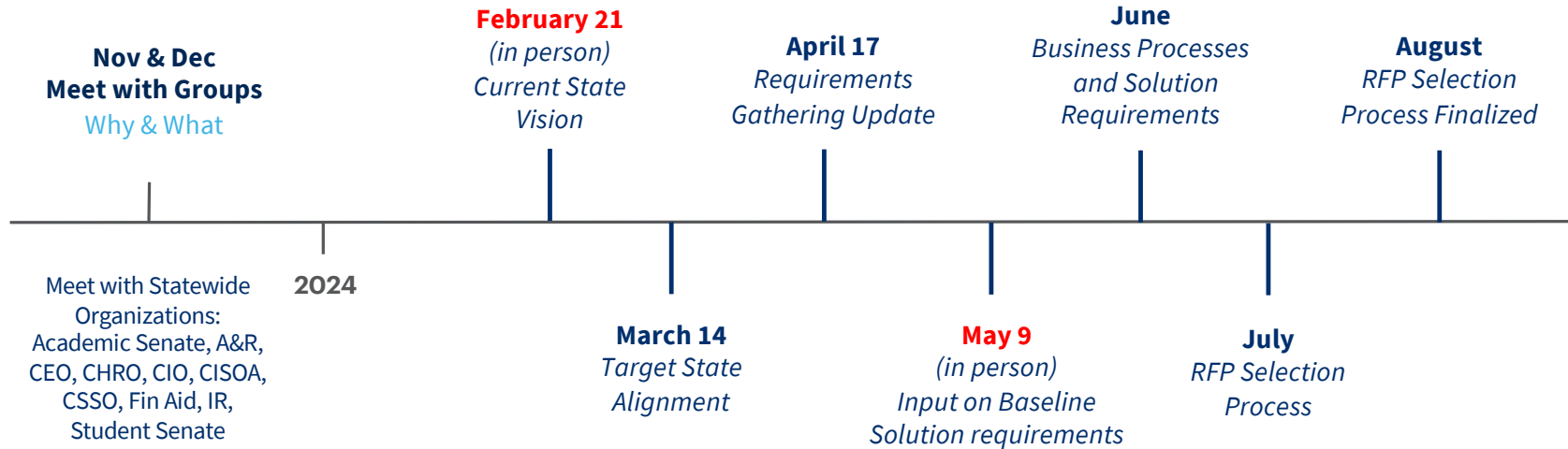
**Phase 2B**
Market Scan and Budgetary Requirements

**Phase 2A**
Task Force Engagement, Requirement Gathering

| Q4 FY22-23 | Q1 FY23-24 | | | | Q2 FY23-24 | | | Q3 FY23-24 | | | Q4 FY23-24 | | | Q1 FY24-25 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Jun '23 | Jul '23 | Aug '23 | Sep '23 | Oct '23 | Nov '23 | Dec '23 | Jan '24 | Feb '24 | Mar '24 | Apr '24 | May '24 | Jun '24 | Jul '24 | Aug '24 | |

Program Management

Transformation Governance Model Alignment

Statewide Org SH Input Sessions

Task Force Kickoff

Task Force Engagement

Change Management Strategy

Data Collection and Survey Prep

Data Collection Validation and Interviews

Current State Analysis

Develop Target State and Roadmap

Requirements Gathering

| Identify Stakeholders | Identify Processes and Solution Requirements | Refine, Review Requirements | Draft Solution | Aggregate and Validate Requirements |

Analyze Business Processes

| Identify Processes | Draft Business Process Workflows | Align to ERP Capabilities +Validate |

Market Scan

Budget Requirements

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# Stakeholder Input & Task Force Launch

Statewide organization chooses representative for launch in-person in Feb 2024.

**Nov & Dec**
**Meet with Groups**
Why & What

Meet with Statewide
Organizations:
Academic Senate, A&R,
CEO, CHRO, CIO, CISOA,
CSSO, Fin Aid, IR,
Student Senate

**2024**

**February 21**
*(in person)*
*Current State*
*Vision*

**March 14**
*Target State*
*Alignment*

**April 17**
*Requirements*
*Gathering Update*

**May 9**
*(in person)*
*Input on Baseline*
*Solution requirements*

**June**
*Business Processes*
*and Solution*
*Requirements*

**July**
*RFP Selection*
*Process*

**August**
*RFP Selection*
*Process Finalized*

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# Task Force Members Roles and Proposed Identification*

This example shows the prioritized characteristics of rural, suburb, and city locations, districts with small, medium, and large colleges, and single- and multi-college districts to achieve required common ERP Task Force diversity.  Recommended representation according to role is also distributed between district types.

| Representative District Type | CEO | CISO | CBO | CHRO | CIO | CSSO | Admin & Records | Financial Aid | Institutional Researchers | Academic Senate | Student Senate |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Suburb \| Small, Medium, Large \| Multi | | | | | | | X | | | | |
| Rural \| Small \| Single | | X | | | | | | | | | |
| Rural \| Small \| Single | | | | | | X | | | | | |
| City, Suburb, Rural \| Small, Large \| Multi | | | | | | | | | X | | |
| City, Suburb \| Small, Medium, Large \| Multi | | | | | | X | | X | | | |
| City, Suburb \| Medium, Large \| Multi | | | | | | | | | | X | |
| Rural \| Small \| Single | | | X | | | | | | | | |
| Suburb \| Medium \| Single | | | | | X | | | | | | |
| City \| Large \| Multi | | | | | X | | | | | | |
| City, Suburb \| Medium, Large \| Multi | X | X | | | | | | | | | |
| City \| Large \| Multi | | | X | | | | | | | | X |
| City \| Large \| Single | | | | X | | | | | | | |
| Rural \| Small \| Single | X | | | | | | | | | | |
| City, Suburb \| Large \| Multi | | X | | | | | | | | | |
| Suburb \| Small \| Multi | | | | X | | | | | | | |

*This view of Districts and corresponding stakeholders represents one option to obtain balanced representation across all parameters with a slight overrepresentation of small and rural Colleges from single-College Districts.*

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# Relationship to Common Cloud Data Platform Demonstration Project
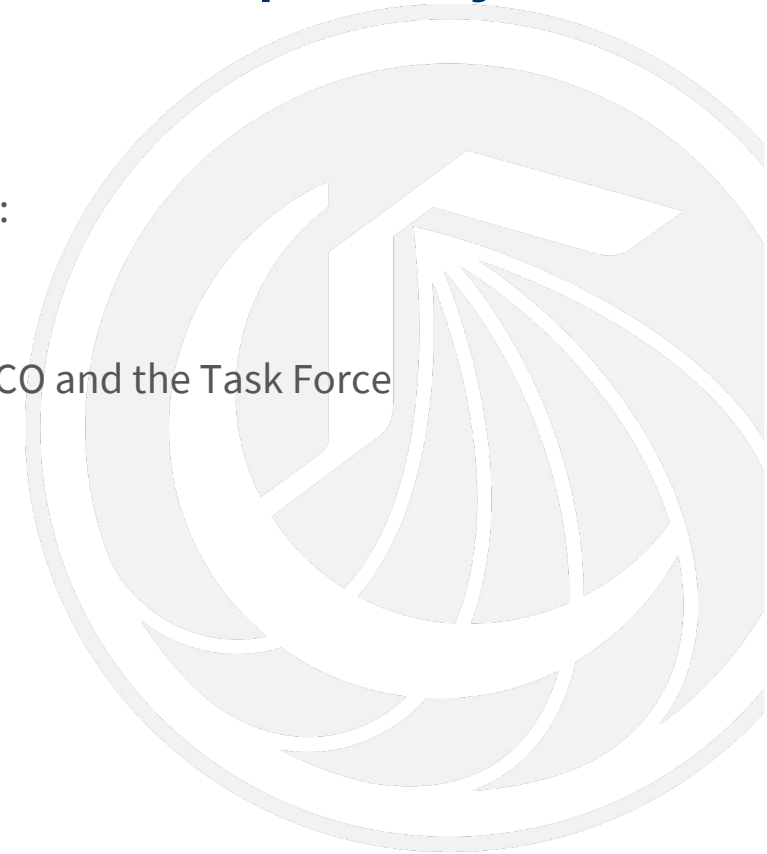
**Common ERP Project**
- Seeks to understand and potentially address the vast inefficiencies and vulnerabilities in data and operations because of outdated and/or disconnected enterprise resource planning (ERP) systems.
- Provides the Chancellor's Office and the system a comprehensive view of the potential gains from shared technological platforms and the means to build a robust and unified approach to address the core challenges

**Common Cloud Data Platform Demonstration Project**
- Explores one possible solution pathway from the Common ERP Project with a small set of districts.
- Builds upon the existing, field-driven initiative of the California Community College Consortium for Information Systems (4CIS).
- Designed to explore the development of a vendor agnostic, common data model (consolidated data architecture and schema) for participating districts.
- Provides an opportunity to map out implementation challenges, barriers, and potential solutions for technological readiness, local customizations, change management, implementation support, and challenges that provides lessons learned to the larger Common ERP Project.

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# Systemwide Conversation and Participatory Governance

- Coming soon – multi-page website within the CCCCO domain to:
    - Host the Task Force and all related documentation
    - Provide ongoing repository of information
    - Provide updates and opportunities for feedback to the CCCCO and the Task Force
- *Vision in Action* and *Digital Futures* newsletter updates
- Updates to the Consultation Council
- Telecommunications and Technology Advisory Committee
    - Systemwide Architecture Committee

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# THANK YOU!