



Technology Assessment Findings



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Presentation to LCC Board of Trustees

February 9, 2006

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CREDENTIALS – SunGard Higher Education

- The largest higher education technology services company in the world
 - Support every major software product in the higher education market
 - Collegis Division is vendor neutral – recommend solution best fitted to each client
 - \$500 Million annual revenue business – all from higher education
 - 2,500 higher education professionals
 - 1,600 clients
 - 8,000,000 student registrations
 - 400,000 helpdesk calls annually

Technology Assessment Process for Lansing Community College

- Conducted onsite assessment December 13-14, 2005
- Utilized the skills of 14 Collegis higher education IT professionals with 200+ collective years of higher education & technology experience
- Completed 59 meetings with 63+ different administrators, faculty, staff and students
- Examined technology infrastructure
- Collected extensive institutional data prior to and after the onsite assessment
- Conducted online survey December 3-21, 2005
- Analyzed organizational, academic and financial information

The assessment focused on identifying the strengths and weaknesses of LCC's physical, fiscal, and human resources that support the technology which in turn supports LCC's mission and operations

AGENDA

- Lansing Community College – Mission & Principles
- Technology Assessment Findings
 - 6 Critical Technology Issues Facing LCC - Identified
 - Technology Strengths
 - 6 Critical Technology Issues - Explained
 - Themes
- Essentials for Transformation

Lansing Community College – Mission & Principles



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Lansing Community College –

Mission:

LCC exists so that the people it serves have learning and enrichment opportunities to improve their quality of life and standard of living.

Lansing Community College – Guiding Principles

Guiding Principles *with Especially High Reliance on Technology:*

- 1. “Comprehensive Community College,” ...in four areas: **career and workforce development, general education, developmental education, and personal enrichment.**
- 2. **Careers emphasis ... technology-rich environment...“user-” level information technology skills.**
- 3. ... well-qualified, committed, and competitively compensated faculty and staff...use ... traditional and **progressive student-centered learning approaches.**

[Emphasis added]

Lansing Community College – Guiding Principles (cont.)

- 4. LCC commits to **continuous improvement in its programs and services** and will maintain high expectations of its students.
- 5. LCC will be **flexible, affordable, and accountable**, continuously improving student learning and support services...
- 6. LCC will strive to be “state of the art” in all that it does, while pursuing a select number of cutting-edge initiatives.

[Emphasis added]

LCC Strategic Plan - Strategic Driver: Leveraging Technology

- To maximize use of existing technology infrastructure capacity, the College supports the development and application of additional applications to meet internal academic and administrative needs, **as well as to generate revenue from external sources** that would benefit from LCC's technological infrastructure, expertise, and services.
 - Rationale: LCC's current technology infrastructure **has additional capacity to both support internal academic and administrative systems and provide fee-based services to external organizations**. To maximize the LCC-technology return on investment, the College will broaden its usage internally in order to increase efficiency and enhance learning and services, as well as generate additional revenue to support College operations.

LCC Strategic Plan – Strategic Driver: Future State Funding

- The College will continue its aggressive approach in addressing declines in state funding for community colleges.
 - Rationale: ... The current fiscal reality increases the importance of continuing this comprehensive, proactive approach, including such things as generating alternative revenue, ***leveraging technology***, increasing efficiency, reducing costs, and focusing energy and resources on strategic priorities.

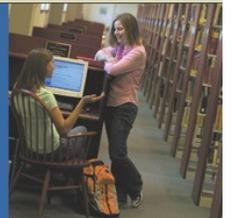
Given LCC's Mission, Guiding Principles and Strategic Drivers, What Should an Assessment Expect to Find?

- Pervasive technology
- State of the art technology
- Stable technology
- Extensive functionality
- Highly efficient & effective operations
- Highly adept technology user community
- Highly skilled technology staff
- Effective project planning & management
- High level of technology spending

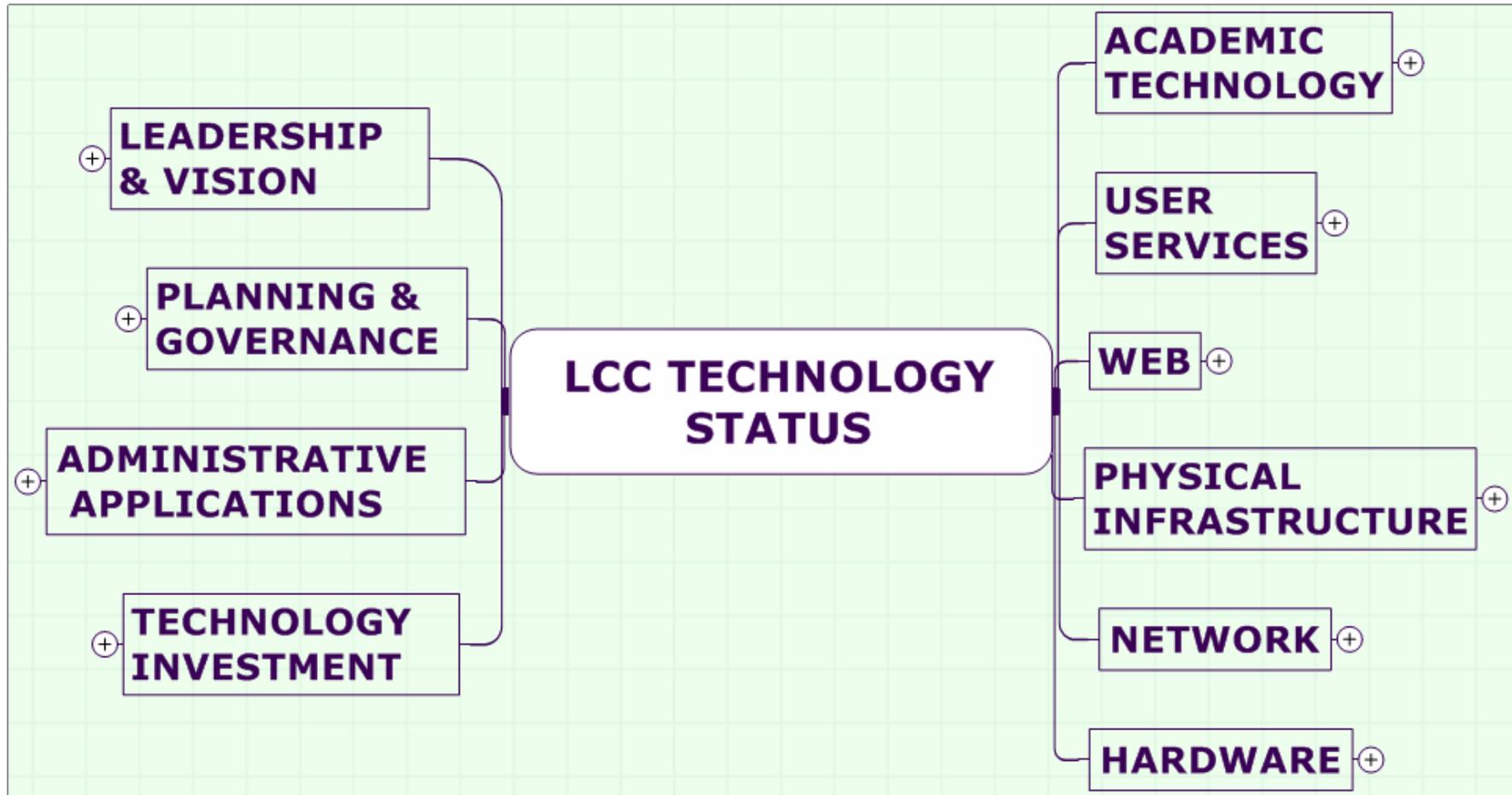
Technology Assessment - Findings



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Assessment Included Full Extent of Technology at LCC



6 Critical Technology Issues Facing LCC

1. Technology Leadership and Vision
2. Technology Management
3. Technology Planning & Governance
4. Administrative Systems
 - Financial Aid
 - Registrar and Records
 - Oracle-Related Risk Factors
5. Technology Investment
6. Academic Technology

LCC Technology Strengths *and qualifying caveats*

- Trustees are taking an active approach to resolving LCC's technology problems
 - *but they should not have to be in this situation*
- Technology physical infrastructure strong
 - *but with a "just throw money at it" approach*
- Desktop support well rated by LCC staff
 - *despite weaknesses in customer service skills*
- LCC has completed the bulk of its Oracle implementation
 - *although with much unnecessary and ongoing pain*
- LCC committed to being a "technology leader"
 - *regardless of impact on students, faculty or staff*

Assessment Findings – Detail

- Current state of Lansing Community College technology resources –
 - see LCC Tech Status

KEY:

GREEN = Good to Excellent service or equipment

BLUE = Areas in need of minor attention or for which a "quick fix" is available

RED = areas in need of attention - moderate to critical

Technology Assessment - Themes



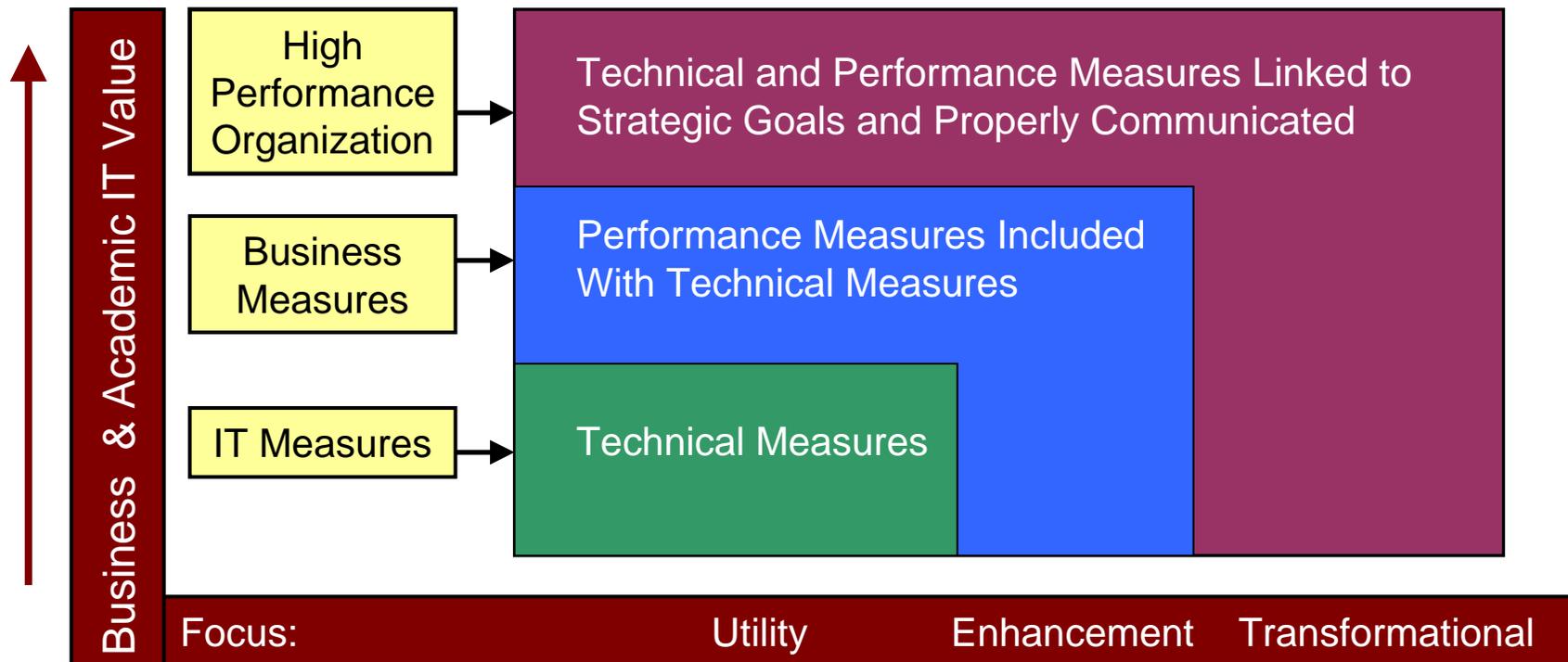
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Becoming a High Performance Institution – Role of Technology

There are Multiple Levels of Technology

- They all are Important
- ROI Increases as Technology Becomes More Embedded in the Life of the Organization
- Maximal Return on LCC's Technology Investment is Only Possible if **ALL** Levels are Operating Optimally



Information Technology (IT) Assessment – Emergent Themes

- Trustees have had to step in to investigate and resolve technology issues
- IT leadership and management not aligned with LCC's staff and faculty needs
- IT leaders lack critical management skills
- IT staff lack technical skills critical to LCC operation
- Technology organization is questionable and suboptimal
- Technology culture not student or customer service focused
- LCC lacks college-wide Academic Technology vision
- High investment in technology with mixed results
- Oracle costs are high and will continue to be high
- **Reliance on Oracle Student System places LCC at significant risk**

LCC's Current Approach to Technology does not Meet LCC's Needs

Given LCC's Mission, Guiding Principles and Strategic Drivers, What did the Assessment Find?

- Pervasive technology - YES
- State of the art technology – YES and NO
- Stable technology - YES and NO
- Extensive functionality – YES, BUT BROKEN IN KEY AREAS
- Highly efficient & effective operations – YES and NO
- Highly adept technology user community – YES and NO
- Highly skilled technology staff - NO
- Effective project planning & management - NO
- High level of technology spending – YES, BUT QUESTIONABLE ROI

Voices from the LCC Community



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Comments Submitted Through a Survey of LCC
Faculty, Staff and Executives

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Do LCC Faculty, Staff and Executives Agree with the Assessment Findings?

- In order to be “an issue”, there have to be at least two sides
- Survey results demonstrate a clear polarization about technology
- The vast majority of comments are negative
- There is a minority view that is positive about LCC’s technology

- **Some sample quotes...**

Sample Faculty Comments

- "Oracle is the worst."
- "Oracle is the most convoluted, non-intuitive system I've ever had to work with. It operates on the 40-click philosophy: anything you want take 40 clicks to get to it."
- "The IT organization is arrogant and assumes that all faculty are ignorant Luddites."
- "Lansing Community College's technical support would be laughable if it wasn't for how much damage has been done to so many people."

...And a Minority Opinion from the Faculty

- “Some areas of the IT organization seem to promote a service mentality while it is not readily apparent in other areas. Help desk members and PC techs do promote a service mentality--friendly and helpful!”
- “The Oracle system is a new one and has its share of bugs. Most people understand that and are willing to work to solve the problems.”

Majority Opinions from the Staff and Managers

- “Infrastructure is no less than a nightmare.”
- “The staff was given a new student system that was not developed to the point where it should have been used for our major system. There are applications we should have had in August to effectively service our students that we are still waiting for.”
- “Use technology that is proven...quit trying to be cutting edge and forcing us to work with unproven [systems]”
- “On-line registration systems stink, Angel has problems, and the financial aid systems are horrible.”

...And a Minority Opinion from the Staff & Managers

- “The first run of a new system is usually difficult. But, the IT Service works very hard to get this working better. In the long haul, we have a very effective system. Start Ups are usually a challenge.”
- “The help desk staff and microcomputer support staff are knowledgeable & helpful.”

And the Technology Staff...

- “We just went through an infrastructure change. With all new implementations, there were some adjustments that had to be made. The stability and overall soundness of the systems are much better than the previous systems.”
- “I am not sure what our gain was converting to the Oracle ... Systems...we would have had a web solution with staying with Banner, and we would not have the conversion cost of going to Oracle. By staying with Banner, we would have had a network of schools in Michigan and across the Nation. Our network of schools on Oracle is very small, and not in Michigan.”

Essentials for Transformation



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Essential Elements for LCC IT Transformation

- Transform technology leadership, management structure and approach
- Develop an effective Technology Governance system
- Create new Technology Strategic Plan
 - Must align with LCC's strategic direction & address all 3 levels of technology
- Develop an Academic Technology Plan and supporting services
- Improve technical skill sets and experience to meet demands of current and future technology initiatives
- Implement effective project planning and management techniques
- Examine Risk/Reward ratios for Oracle Student vs. other systems
 - *Then commit to a rapid resolution of issues*



LCC Technology

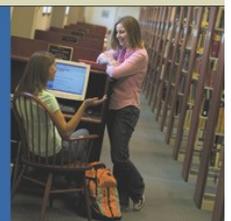
...Much To Be Proud Of

...Much To Be Concerned About

...Much Work To Be Done



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Assessment team:

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