

Information Technology @ WCC

Follow up discussion to the 3/12/19 Board Retreat meeting

Board of Trustee Meeting May 21, 2019

Agenda

- **Summary Review of Board Retreat Key Findings**
- **Assessment of Current IT Support Structure**
- **Role of Our Current IT Partner**
- **Proposal of a New IT Partner Structure**
- **IT Staff Impact**
- **Board Review Process**
- **Summary**

History



College engages Campus Works to perform an assessment of the entire IT Infrastructure and staffing

Summer 2017

Board approves IT consulting services contract with Campus Works to provide CIO, CISO and other SME resources

February 2018



June 2017

Three day network outage impacts all technology systems on campus including email, website, registration, Blackboard, etc.

January 2018

College provides the Board with an overview of technology best practice trends and reviews the results of the Campus Works assessment

March 2019

College provides an overview of the current state of our technology environment and identifies the progress made over the past year is outweighed by the increasing technology requirements

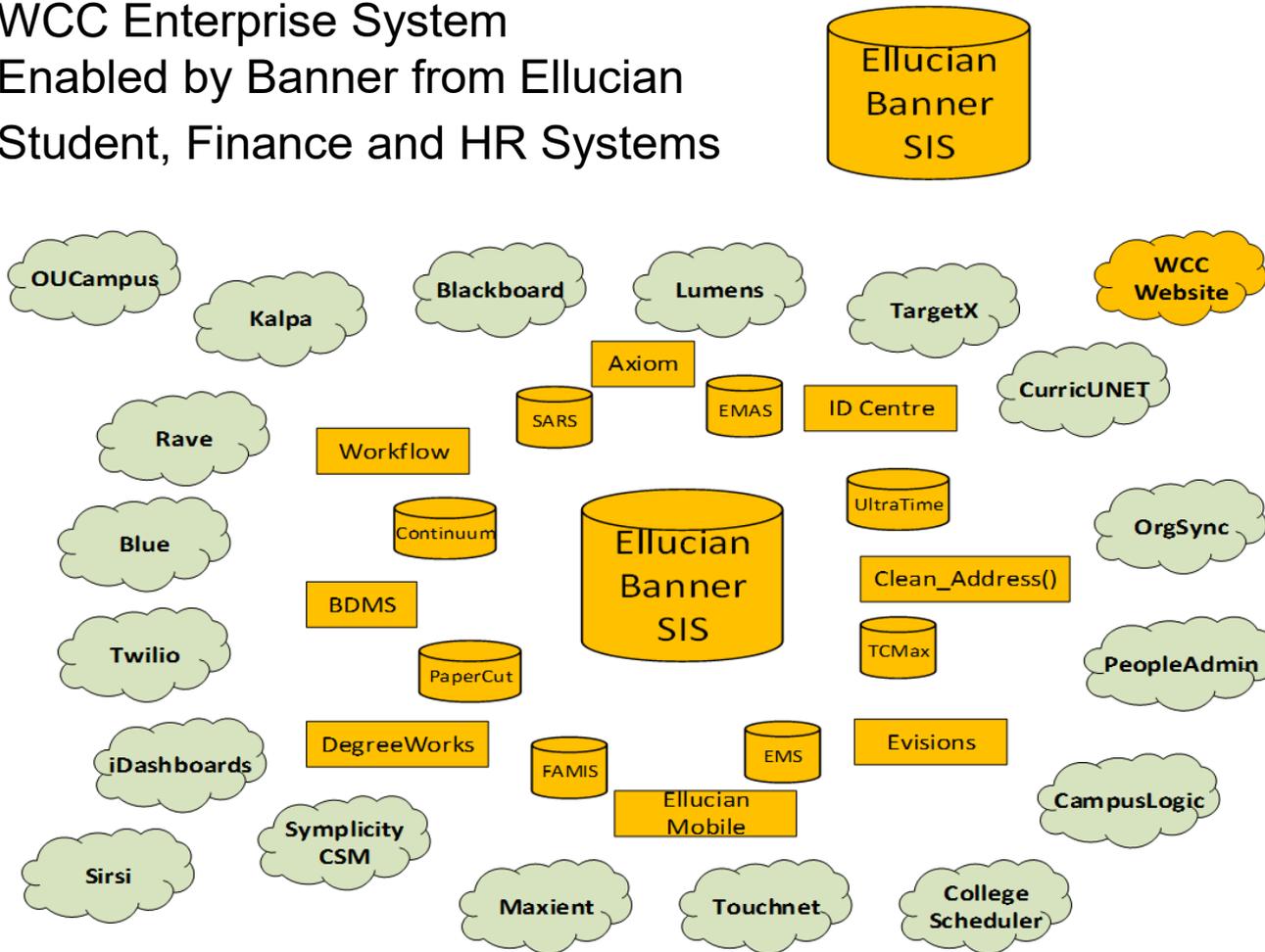
Key Findings from our recent IT Infrastructure Assessment

Our Infrastructure

1. Support over 3,500 computing devices
2. Support over 450 separate software applications and 25 related software application support tools
3. Maintain over 250 virtual servers
4. Our networks consists of over 250 switches and 360 wireless access points on campus
5. Support over 1,000 phone devices and related software
6. Maintain two 'live' data centers and one backup data storage facility
7. Offer a 24x7 Helpdesk center that achieves a >80% Tier 1 ticket resolution standard

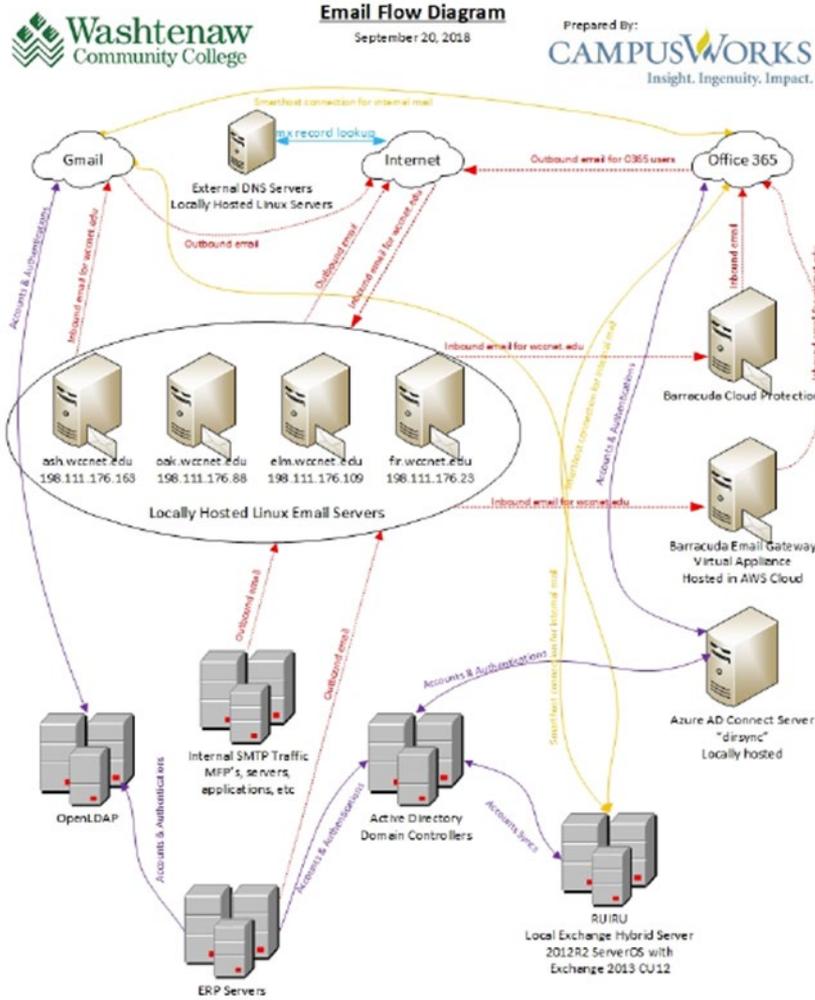
Our Enterprise Systems Map: It's complex and all systems must integrate with our ERP system - Banner

WCC Enterprise System
 Enabled by Banner from Ellucian
 Student, Finance and HR Systems



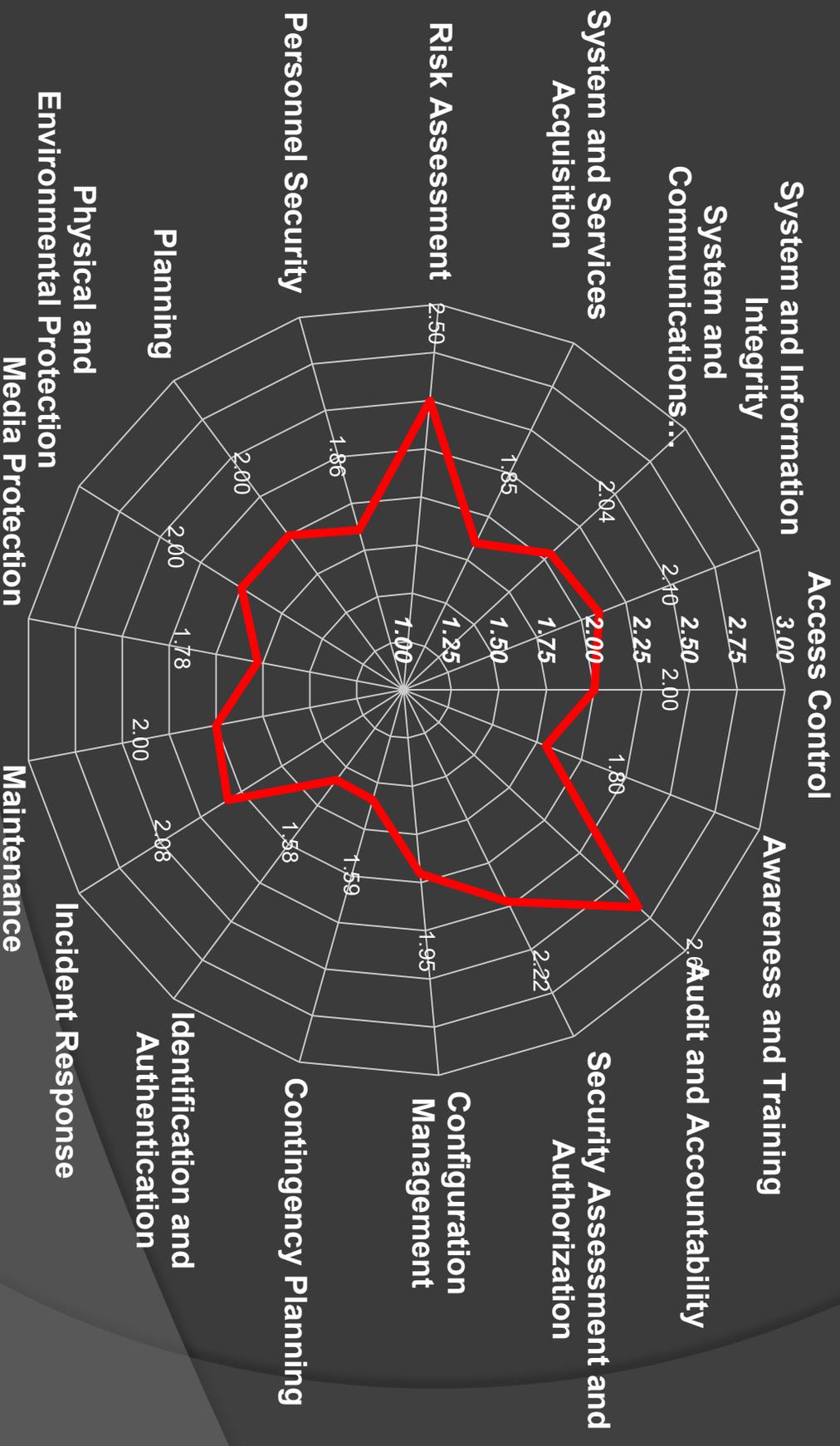
- Legacy Programs & Systems**
- Admissions Application
 - Adult Transitions
 - Blackboard Class Enrollment
 - Book Database
 - Children's Center Charges
 - Collections
 - Digital Media Arts Charges
 - F/A Feed to the Bookstore
 - Faculty Load
 - Financial Aid Appeals
 - Fitness Center Feeds
 - Foundation Scholarship App.
 - JATC Sprinkler Fitters
 - MPSERS Reporting
 - Nursing
 - Placement Test Load
 - Registration Purge
 - Second-Tier Admissions
 - Third Party Payment
 - UA

Our Email Infrastructure is complex and costly to maintain



- Our Email infrastructure has evolved over a number of years and has become quite complex.
- As a result, the support cost is very high and ability to maintain a nimble environment that easily adapts to current technologies has become difficult

IT Security Assessment: NIST Model



— Average

Technology Security Top Security Risks

1. Security Governance (Culture)
2. Credential Exposure
3. Application of Security-Related Updates
4. Mobile Devices
5. Local Customizations & Development
6. Banner & Oracle Security
7. Network, Server & Service Infrastructure
8. Protection of Sensitive Data at Rest
9. Department Practices
10. Business Continuity/Disaster Recovery



Technology Security Top Security Projects

Governance

Culture
Awareness

Awareness
Development

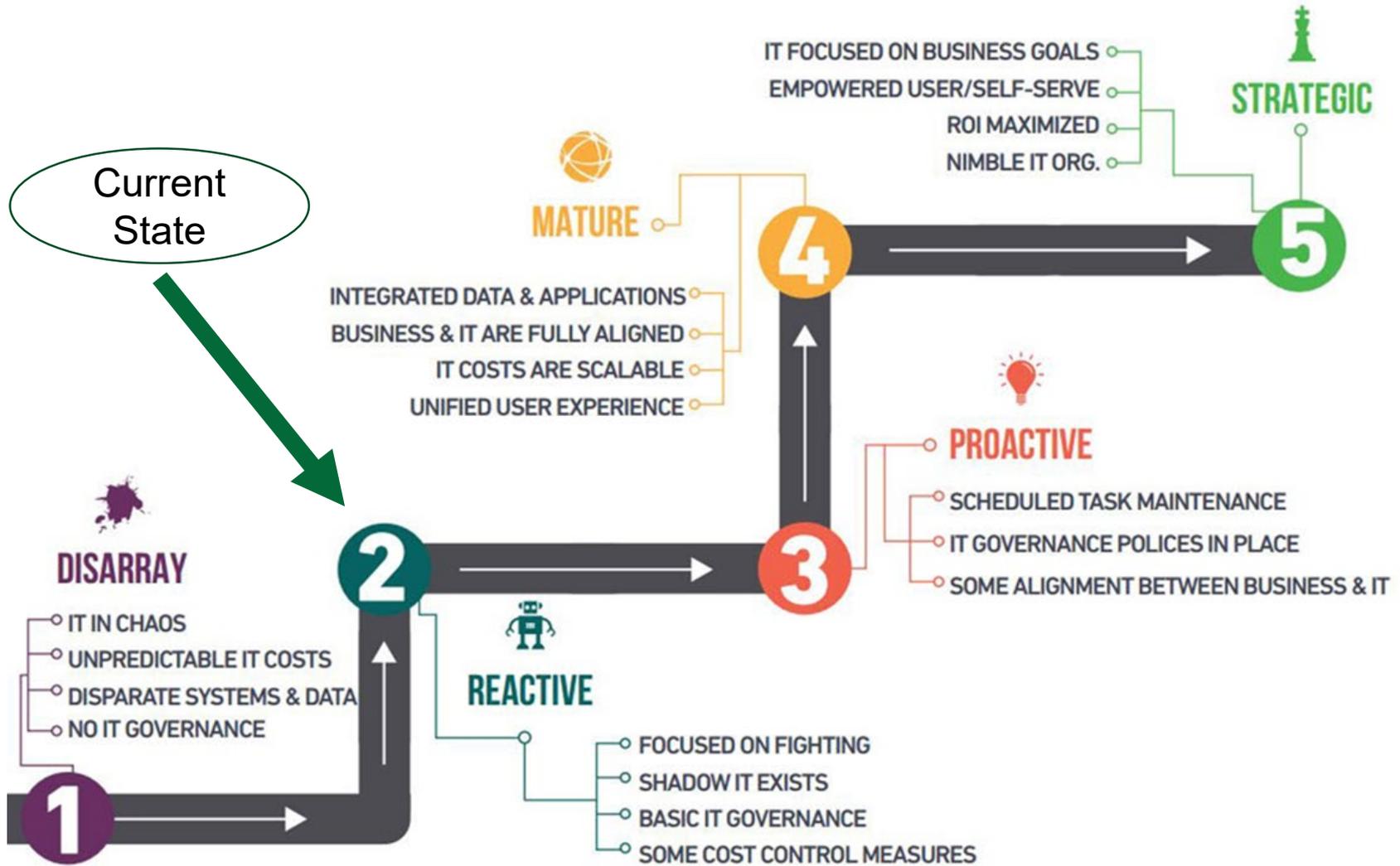
Initiatives

- ✓ Email security improvements
- ✓ Mobile device access requirements
- ✓ Anti-phishing / Advanced Threat Protection
- ✓ PII / SSN protection
- ✓ Multi-Factor Authentication
- ✓ Password management
- ✓ Laptop encryption
- ✓ Secure document transfer

Infrastructure improvements

- ✓ Network architecture
- ✓ VPN

Our current state on the IT Maturity Structure



Our Current IT Staffing Structure

- **31 full time staff**
- **Campus Works consulting services, including two full time resources: CIO & CISO**
- **Campus Works also provides Subject Matter Experts (SME's) to support specialized projects, such as Network security matters, Banner 9 migration, Banner security assessment, Project Management Office development and HR/Payroll process system usage improvements**
- **In an effort to respond to the growing need for a strong technology environment, the IT Budget for FY2020 of \$8.2 million has increased 25% over the past four years**

Current IT Structure Assessment

- **Even with increased resources, technology project demand is outpacing capacity**
- **Technology security environment is becoming more complex and has impacted all facets of the technology infrastructure**
- **Regulatory requirements have significantly increased and have also added complexity to the overall technology infrastructure**
- **Many of our software applications have embedded custom functions, which were internally developed and must be addressed in the near term**
- **Technology advancements require that the college migrate to a predominately cloud solutions environment. This effort will require significant resources**
- **Classroom and Facilities equipment is becoming more technology dependent – all of which requires unique support**

Current IT Structure Assessment – continued

- **The advances in technology have far outpaced what realistically could be expected from any college IT staff**
- **Given the ultra competitive market for IT professionals, it is difficult for WCC to attract and retain IT staff which possess the contemporary skills requisite to support college technology needs**
- **While Campus Works, our current IT partner has augmented our IT team, their ability to address all of identified technology needs through additional consulting services would be cost prohibitive**

Technology Aspiration

1. Legacy system clean up (over 21 systems require either full re-writes or replacement systems to address security or functional deficiencies)
2. Lab technology innovation
3. Infrastructure to support classroom technology needs
4. Robust website technology support
5. Enables the college strategic plan
6. Strong technology governance
7. Fully leveraged ERP system to support faculty, staff and students
8. Outstanding online course LMS and related learning tool infrastructure
9. Rigorous cyber security environment
10. 99.9% systems availability
11. On demand user support for students, faculty and staff: virtual and on campus
12. Availability of needed data and tools for reporting and analytics
13. Top quartile IT cost efficiency
14. Best Practice methods and practices
15. Ability to meet the unforeseen technology needs of the future

Timing Considerations

- **Concerns about network reliability, cybersecurity threats, increasing technology demands, and increased competition for students has created a sense of urgency requiring fast action**
- **Despite best efforts, our ability to address technology requirements with existing resources and additional consulting support has only resulted in losing ground with respect to the college's technology needs**
- **Important strategic initiatives required to maintain current enrollment levels in the face of increasing competition and weakening market demand are being impacted by our inability to properly support the needed technology requirements**
- **Our contract with Campus Works will be ending Spring 2020 and the college needs to begin implementing our next phase of strengthening the IT resources**

Potential Options

Given the gap between current capabilities and the technology needs of the college – maintaining the status quo is unacceptable.

The options considered include:

- 1. Rebuilding our IT staffing structure – this approach would require changes to our current staffing, significant training and additional staff; all of which would require additional resources and significant time to implement.**
- 2. Continue with our current model of supplementing our IT staff with consulting services to address the technology skills gap requirements – this option is extremely costly and would not provides the continuity of staffing needed to sustain the technology needs of the campus.**
- 3. Adopt a Technology Managed Services model – this option provides the college the best solution for a sustainable best in class technology services solution which provides access to needed IT resources (system solutions, infrastructure, reliability and support) at an affordable cost.**

IT Structure Options to meet & sustain WCC's technology needs – The Status Quo is not an Option

	Option 1 – Rebuild Current IT Staff	Option 2 - Additional Consulting Services	Option 3 - Technology Managed Services
Academic/ Student support			
- Cost	\$\$\$\$\$	\$\$\$\$\$\$	Potential Savings
- Time	3 – 5 years	2 – 3 years	1 – 2 years
- Risk	Extreme	High	Low
- Sustainability	Weak	Moderate	Strong
Banner			
- Cost	\$\$\$\$\$	\$\$\$\$\$\$	Potential Savings
- Time	3 – 5 years	2 - 3 years	1 – 2 years
- Risk	Extreme	High	Low
- Sustainability	Weak	Moderate	Strong
IT Infrastructure			
- Cost	\$\$\$\$\$	\$\$\$\$\$\$	Potential Savings
- Time	3 – 5 years	2 – 3 years	1 – 2 years
- Risk	High	Moderate	Low
- Sustainability	Moderate	Moderate	Strong

Our Proposed IT Structure

- **After considering both the full direct staffing and blended direct staffing, supplemented with consulting services models, the college believes that moving to a Managed Technology Services model is in the best interest of the college**
- **Under a Managed Technology Services Model, the service provider has 100% accountability for all facets of the current and future technology needs of the college**
- **All IT staffing requirements would be provided by the service provider**
- **The college would be responsible to purchase and retain ownership for all technology related software and hardware**

Technology Managed Services Benefits

- **The service provider is responsible for:**
 - ❖ **Maintaining adequate and qualified staffing to meet the colleges technology needs.**
 - ❖ **Providing on demand resources to meet project based needs**
 - ❖ **Providing best in class service delivery at all times, which is fully compliant with all regulatory requirements**
 - ❖ **Insuring that our technology environment operates within a robust data security infrastructure**
 - ❖ **Implementing and maintaining a governance process which supports the strategic technology plan of the college**
 - ❖ **Supporting the technology needs of all WCC stakeholders, including faculty, students, community members and administration**
 - ❖ **In collaboration with internal stakeholders, develop and maintain the Strategic Technology Plan for the college**
 - ❖ **Ensuring efficient access to needed data and developing reporting and analytical tools**

Our Recommended Technology Management Services Provider - Ellucian

- **The college is recommending that we engage with Ellucian for the following reasons:**
 - ❖ **While there are other firms that provide managed technology services, Ellucian is the only firm that also provides WCC our enterprise resource planning (ERP) system, Banner.**
 - ❖ **Banner is the systems backbone of the college which drives all key student, financial and human resource transactions. Most other software applications utilized by the college must integrate strongly with Banner.**
 - ❖ **Through this partnership, WCC will have access to the best trained Banner IT professionals to more fully utilize our ERP system and other core systems which integrate with Banner.**
 - ❖ **Ellucian currently provides technology managed services for over 160 higher ed. institutions, including 90 community colleges and three Michigan community colleges.**
 - ❖ **Through Ellucian's market position in higher education, they are able to realize greater value when negotiating software agreements with firms that integrate with Banner and therefore create cost savings for WCC**

Proposed Contract with Ellucian

- **The college is proposing a five year agreement with Ellucian for full technology management services which will include the following areas of support:**

Ellucian Information Technology Leadership Services
Strategic Services (Planning, Governance and Communication)
Academic Applications Services
Administrative Applications Services
Application Modernization Services
Application Management Services
Help Desk Services
End User Services
Web Technical Support Services
Infrastructure Support Services
Technology Security Services
LifeLine Secure Service (Secure Remote Access for Support Service)
NetAlert (Level 1) Monitoring Services

Proposed Contract with Ellucian - continued

- **The annual cost for each of the five years is approximately \$5.2 million. This cost is all inclusive, fixed and not subject to escalation.**
- **The services would begin within 30 days of executing a contract.**
- **All WCC IT full time staff will be offered a position with Ellucian.**
- **A 30 day transition plan would be implemented prior to the contract start date, with WCC internal stakeholders (including faculty & staff) and Ellucian forming a Start Up team to insure a smooth transition.**
- **The contract includes performance requirements that align with the strategic technology objectives of the college**

Proposed Contract with Ellucian – financial impact

	(\$ millions)
FY 2020 IT Budget	8.2
ellucian services	5.2
Campus Works contract	(0.8)
Personnel reduction	(4.8)
software purchasing synergies	(0.2)
Steady State IT Budget	7.6
FY 2020 Transition Year Costs	
WCC IT Staff Cost for July, 2019	0.3
Campus Works FY 2020 costs	0.8
ellucian services begin August 1st	(0.4)
FY 2020 IT Budget, including ellucian services	8.3

After the 1st year of transition, there is the potential savings of \$600,000 per year

FY 2020 IT Budget has adequate resources to fund the transition to the Technology Managed Services partnership with Ellucian

Impact to our IT Staff

- **All full time IT Staff will be offered a position to join the Ellucian team of over 3,000 employees serving over 2,400 higher education institutions, world wide.**
- **For those WCC full time IT employees that elect to not join the Ellucian team, WCC will offer a transition assistance plan that includes the following benefits:**
 - **Salary/ Medical Benefit Coverage**, based on full time years of service, as follows:
 - 10+ years of service: - 12 months of salary (based on current year salary)
- 12 months of medical coverage for employee and dependent(s)
 - 5-10 years of service: - 6 months of salary (based on current year salary)
- 6 months of medical coverage for employee and dependent(s)
 - Less than 5 year of service: - 3 months of salary (based on current year salary)
- 3 months of medical coverage for employee and dependent(s)
 - **Career Transition Support** - career transition support services would be provided by *Right Management*, to assist IT staff throughout this process in transitioning to new roles, careers and opportunities.
 - **Educational Benefit** – Impacted employees and their dependents may take WCC courses for free for a period of five (5) years.

Financial Impact of the Transition to the proposed Technology Managed Services Partnership

- **Based upon the benefits offered in the proposed Transition Assistance Plan, it is estimated that the total cost could range from \$1.0 – 2.0 million depending upon the # of employees which accept positions with Ellucian.**
- **It is recommended that assuming Board approval of the Ellucian partnership agreement, that the Board also approve utilizing the projected FY 2019 financial surplus to fund the cost of the Transition Assistance plan.**
- **Currently the estimated FY 2019 surplus is forecasted to be a minimum of \$1.5 million and could reasonably exceed \$2.0 million.**

Transition Plan to the proposed Technology Managed Services Partnership

Month of June	Board of Trustees assessment period. A number of activities are proposed and detailed on the next slide
May 22nd - end of July	IT Staff attend information sessions with HR, ellucian and Right Management to better understand their options
Assuming BOT approval at the June 25, 2019 Board meeting	
Month of July	College & ellucian form a Transition team to review all WCC technology services
June 26th - July 9th	WCC IT Staff interviews with ellucian
June 26th - July 9th	WCC IT Staff meet one on one with HR to review the Transition Assistance Plan benefits
July 10th	ellucian extends employment offers to WCC IT Staff
July 12th	Last day for WCC IT Staff to accept ellucian offers
July 15th	Transition Assistance Plan election period is opened (45 day period)
July 29th	ellucian contract commences and they have the full team onsite at WCC
July 31st	Last day of employment for IT Staff at WCC

Board Activities to assess the proposed Technology Managed Services Partnership

- **June 4th – Proposed Special Board meeting to hear public comments and Ellucian presentation**
- **Week of June 10th – Ellucian offers small group sessions with Board members to discuss in-depth the proposed Technology Managed Services proposal**
- **Week of June 10th – Board members have the opportunity visit with other Michigan community college representatives which utilize Ellucian technology managed services**
- **June 25th regular Board meeting – Board considers the action motion to approve both the Ellucian technology managed services contract and the utilization of General Fund resources to fund the proposed Transition Assistance Plan for WCC IT Staff**

Summary

- **The role of technology throughout the college is significant, complex, dynamic and crucial in support of student success**
- **The colleges ability to adequately support this technology environment has been challenged by both the pace of change and competition for contemporary IT professional resources**
- **The mission of WCC is not to be an elite provider of technology resources and yet for the college to continue to be successful, we must provide a sustainable technology environment which is reliable, secure and meets/exceeds stakeholder expectations**
- **The proposed Technology Managed Services partnership with Ellucian will afford WCC a strong opportunity to leverage the resources of an elite higher education technology provider in a cost effective manner**
- **While the transition to this structure will have an impact on our dedicated IT staff, they will have the opportunity to join a technology leader or be offered strong benefits to help with their transition**