California Community Colleges

Building the Foundation for a Systemwide Approach to Enterprise Resource Planning: Common ERP Update

Nov 15, 2023

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…"
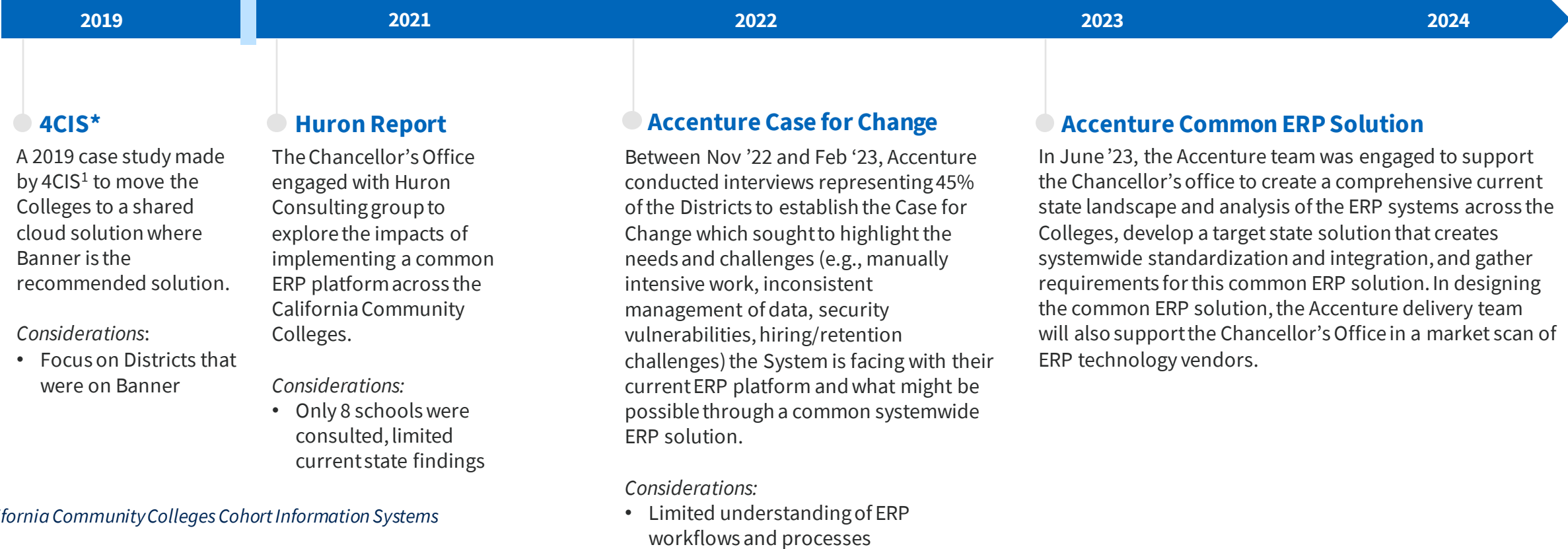
Governor's Roadmap with CCC

- **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

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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.

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

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
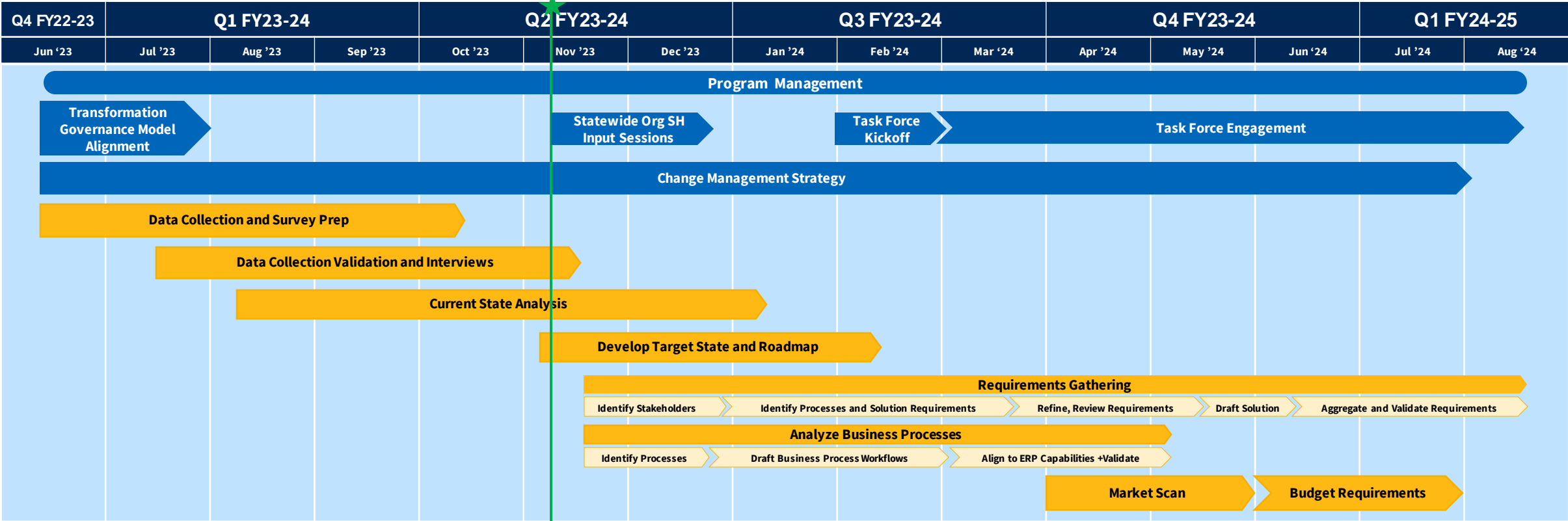- Reduce Manual Processes and "Shadow Systems"

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Common ERP 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

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 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:

123 Interviews completed or scheduled across Pre-Launch and Statewide districts

38 Different districts interviewed

19 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

Barstow CCD

Butte-Glenn CCD

Cabrillo CCD

Chabot-Las Positas CCD

Citrus CCD

Copper Mountain CCD

Desert CCD

El Camino CCD

Feather River CCD
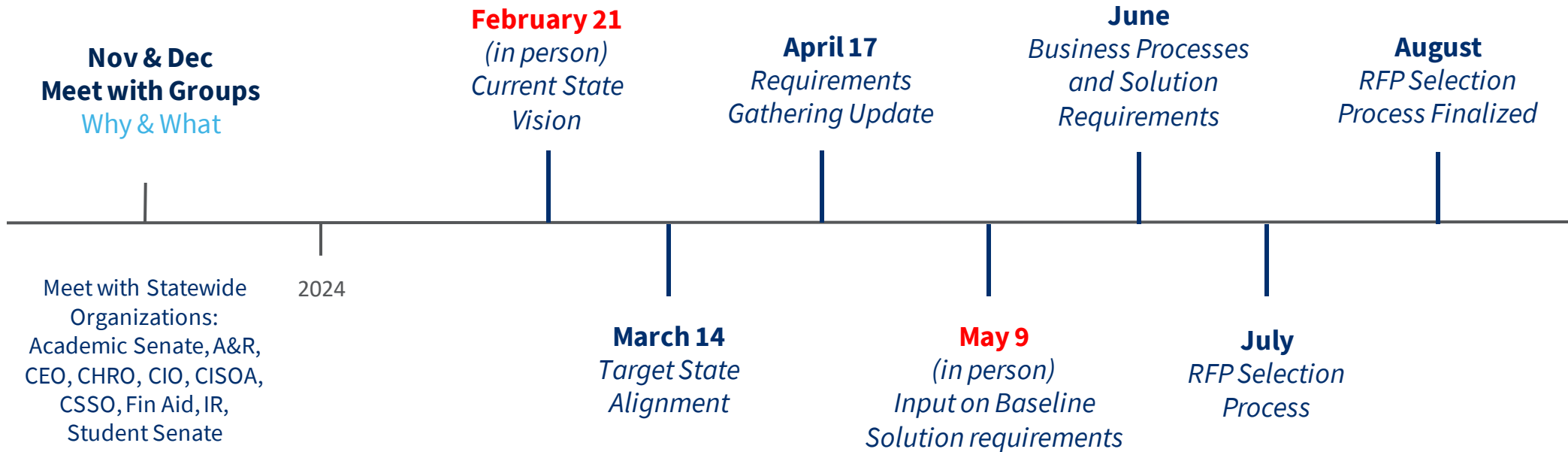
Grossmont-Cuyamaca CCD

Lake Tahoe CCD

Riverside CCD

San Bernardino CCD

San Diego CCD

San Francisco CCD

San Joaquin Delta CCD

San Jose-Evergreen CCD

San Luis Obispo County CCD

San Mateo County CCD

Santa Barbara CCD

Santa Clarita CCD

Sequoias CCD

Shasta-Tehama-Trinity Joint CCD

Long Beach CCD

Los Angeles CCD

Los Rios CCD

Mendocino-Lake CCD

Merced CCD

Mira Costa CCD

Mt. San Antonio CCD

Palo Verde CCD

Palomar CCD

Pasadena Area CCD

Peralta CCD

Rancho Santiago CCD

Sierra Joint CCD

Siskiyou Joint CCD

South Orange County CCD

Southwestern CCD

State Center CCD

Ventura County CCD

Victor Valley CCD

West Hills CCD

West Kern CCD

West Valley-Mission CCD

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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 for 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 Advisor Committee
  - Systemwide Architecture Committee

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THANK YOU!