



California Community Colleges

**Welcome!**

**Statewide Common  
Technology Platform  
Task Force**

April 17<sup>th</sup>, 2024

# Executive Summary

On April 17, 2024, the Statewide Common Technology Platform Task Force met to continue the conversation on a shared technology platform to meet student, faculty and staff needs and what it would take to achieve it.

The goals of the session included [insights from the Co-Chair, Chris Blackmore](#), on his experience socializing the project with his CISOA peers; continuing to strengthen their understanding of the [technology solution options with illustrative examples](#); introducing an analogy of building a house to explain the [relationship of foundational initiatives, tech solution options, and target state landing points](#); and continuing to refine the [Vision Statement](#).

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## Key Takeaways:

1. The Task Force needs more information about the pros and cons of a single ERP instance for 73 districts vs. each of the 73 districts on their own instance, but with common vendors and products. In addition, the Task Force wants to see examples of similar institutions, including those with multi-college districts, who have successfully implemented a systemwide single instance or multi-instance HR, Finance, and Student Information system.
2. The Project Team will incorporate the feedback from the Vision Statement discussion and send to the Task Force for offline review.
3. The Task Force was asked to review the tech solution options, associated scenarios, and target state landing points and come to the next Task Force meeting on May 9<sup>th</sup> ready to discuss their questions and suggested refinements.

# April 17<sup>th</sup> Session Attendees

Name	Stakeholder Group	Role	College/Org
<b>John Hetts</b>	All	Task Force Co-Chair / Executive Vice Chancellor for the Office of Innovation, Data, Evidence and Analytics Office	CCCCO
<b>Valerie Lundy-Wagner<sup>1</sup></b>	All	Vice Chancellor, Digital Innovation & Infrastructure	CCCCO
<b>Chris Blackmore</b>	CISOA / IT	Task Force Co-Chair / Associate Vice Chancellor, Information Technology & Learning Services	Riverside CCD
<b>Alex Adams</b>	RP / ESSR*	Senior Director, Institutional Research, Planning, and Effectiveness	Fresno City College
<b>Rebecca Bocchicchio</b>	CCCCIO / ESSR*	Vice President of Instruction	Sierra College
<b>Gina Browne<sup>1</sup></b>	CCCCO / ESSR*	Asst. Vice Chancellor, Office of Equitable Student Learning, Experience & Impact	CCCCO
<b>Roengsak Cartwright</b>	CISOA / IT	Director, Information Technology	Copper Mountain CCD
<b>Sharlene Coleal</b>	ACBO / Finance	Assistant Superintendent and Vice President, Business Services	College of the Canyons / Santa Clarita CCD
<b>Don Daves Rougeaux<sup>1</sup></b>	CCCCO	Sr. Advisor to the Chancellor on Workforce Development & Strategic Partnerships	CCCCO
<b>Michael Dear</b>	Financial Aid	Director of Financial Aid	MiraCosta College
<b>Victor DeVore</b>	CALCSSO / ESSR*	Dean, Student Services	San Diego CCD
<b>Ann-Marie Gabel</b>	ACBO / Finance	Vice Chancellor, Business Services	South Orange County College
<b>Jacob Hurley<sup>1</sup></b>	ACHRO / HR	Associate Vice Chancellor, HR	Yuba CCD
<b>Chris McDonald</b>	CISOA / IT	Vice Chancellor of Educational & Technology Services	South Orange County CCD
<b>Rian Medlin</b>	ACHRO / HR	Assistant Superintendent and Vice President	College of the Canyons / Santa Clarita CCD
<b>Kate Mueller</b>	CALCSSO / ESSR*	Vice President of Student Services	Coastline College
<b>Jason Parks<sup>1</sup></b>	CCCCIO / ESSR*	Vice President of Instruction	Rancho Santiago College
<b>Char Perlas</b>	CEOCCC / All	Superintendent / President	College of the Siskiyous
<b>Kevin Ruano Hernandez<sup>1</sup></b>	Student Senate/ ESSR	Region III Regional Affairs Director	Contra Costa College
<b>Michelle Smith</b>	CCCCO	Visiting Assistant Vice Chancellor	CCCCO

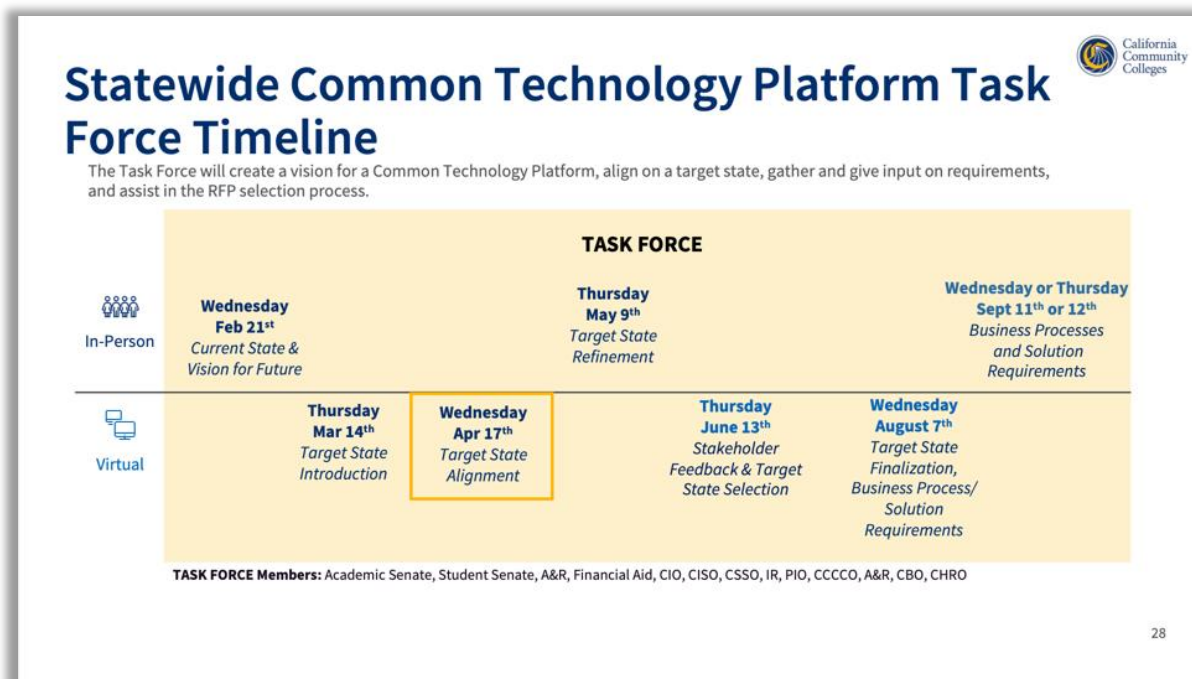
\*ESSR - Stakeholder groups that interact with the student information system including Instructional Services, Counseling, Admissions, Financial Aid, Student Accounts/Bursar, Student Records, Student Support & Engagement Programs, and Institutional Research.

Name<sup>1</sup> = Did not attend

# Welcome and Purpose

## Discussion Points:

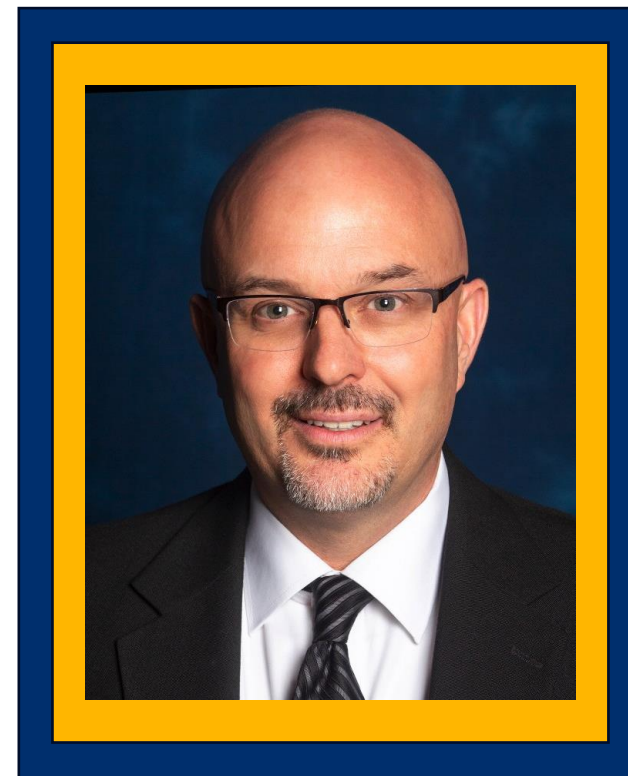
- In the SCTP Task Force, we have an opportunity to engage in how to break down silos and improve the experience of student, staff, and faculty. We collectively can address the core challenges of disparate systems, unverified data, and inconsistent experiences through a statewide common approach that provides accurate, real-time data and a consistent systemwide experience.
- The work represented by this project has the support of the Governor and Chancellor. The goal is to develop a comprehensive plan with the collective support of the system to organize our statewide effort and advocacy.
- This Task Force plays a crucial role in providing guidance on priorities, maintaining a two-way conversation with statewide constituents, and coalescing toward a path for a Statewide Common Technology Platform.
- Future meeting dates were presented:
  - May 9<sup>th</sup> (In-Person)
  - June 13<sup>th</sup> (Virtual)
  - August 7<sup>th</sup> (Virtual)
  - September 11<sup>th</sup> or 12<sup>th</sup> (In-Person)



# Insights from the Field – Chris Blackmore

## Discussion Points:

- Chris has been hearing from CISOs about the options for a Statewide Common Technology Platform solution
- CISOA is divided between north and south regions. There are monthly meetings by region, where Chris presents and provides materials to attendees. They also collect feedback via MS forms.
- They have been getting a lot of different opinions about this project and the work that the team is pursuing
- Colleges in the north have expressed support; the larger districts in the south are more reticent.
- Chris is open to being contacted if people have individual questions or opinions.



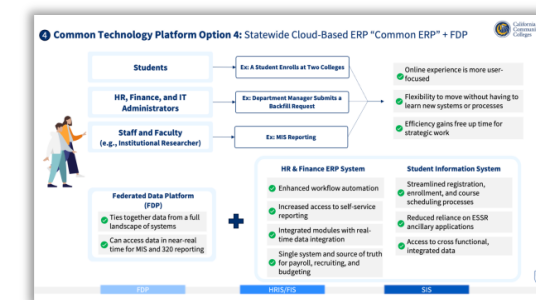
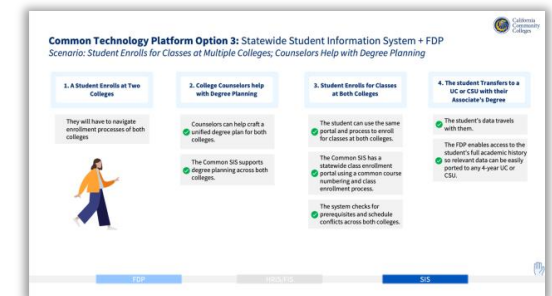
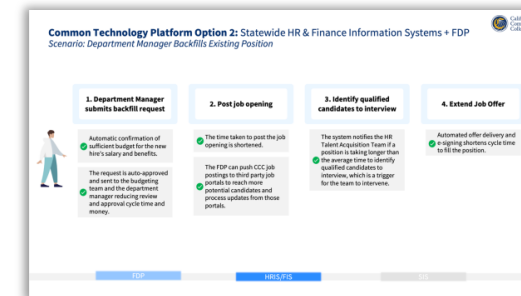
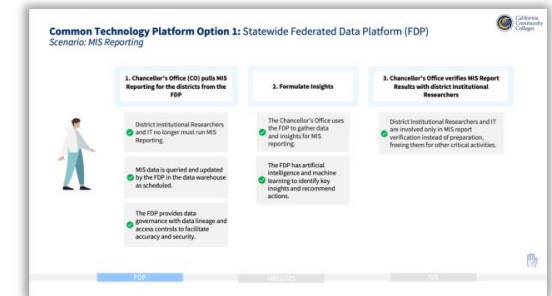
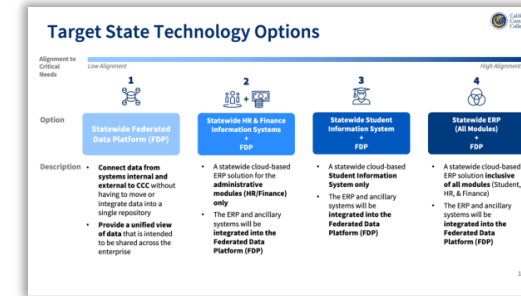
**Chris Blackmore**  
*SCTP Task Force Co-Chair*



# Target State Technology Options and Illustrative Scenarios (1 of 2)

## Discussion Points:

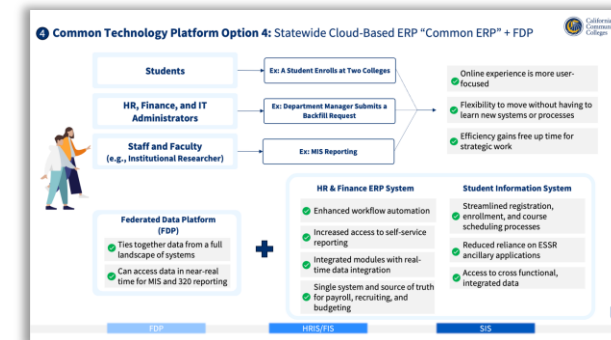
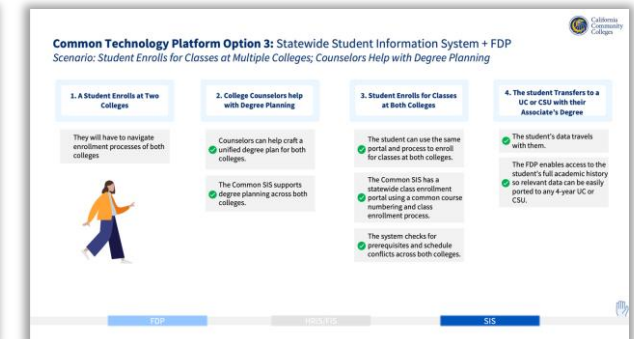
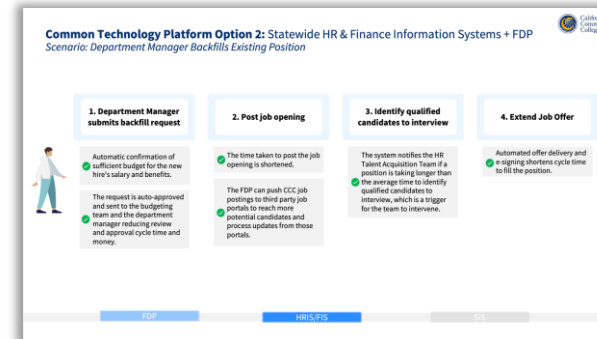
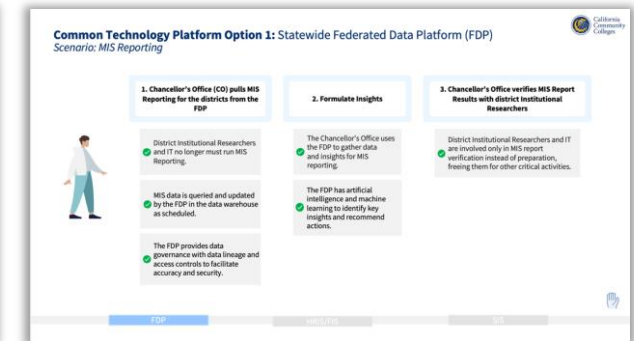
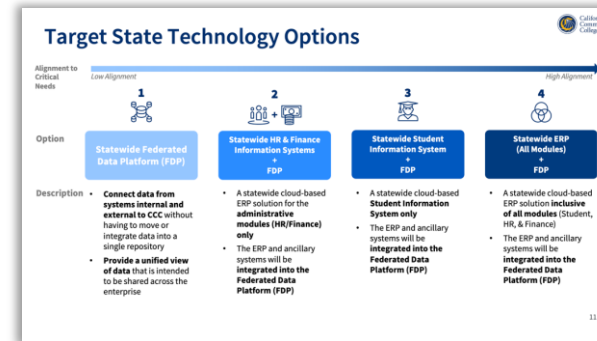
- In the March, four different Target State technology options were introduced. Task Force members provided feedback and requested illustrative examples to help bring each technology option to life.
- Option 1: Federated Data Platform (FDP) **connects data from existing systems internal and external to CCC** without having to move or integrate data into a single repository. **Provides a unified view of data** that is intended to be shared across the enterprise.
  - It will be an improvement over the current Data Mart and how SuperGlue is currently used because the data will be more real time vs. a single point-in-time snapshot and will have more data validation. The FDP will also have greater agility to implement new reports as requirements evolve.
- Option 2: Statewide HR and Finance Information Systems + FDP is a statewide cloud-based ERP solution for the **administrative modules (HR/Finance) only**.
- Option 3: Statewide Student Information System + FDP is a statewide cloud-based **Student Information System only**.
- Option 4: Statewide HR and Finance Information Systems + SIS + FDP is a statewide cloud-based ERP solution **inclusive of all modules** (Student, HR, & Finance).
- For Options 2, 3, and 4: The common ERP solution and ancillary systems would be **integrated into the Federated Data Platform (FDP)**
- Generally, the Task Force members agreed that a primer on modern ERP platforms would be beneficial.
- The Task Force is looking for of current common HR/Finance/SIS implementations that operate at a college, district, and statewide level. The project team will gather examples and share with the task force in future meetings.



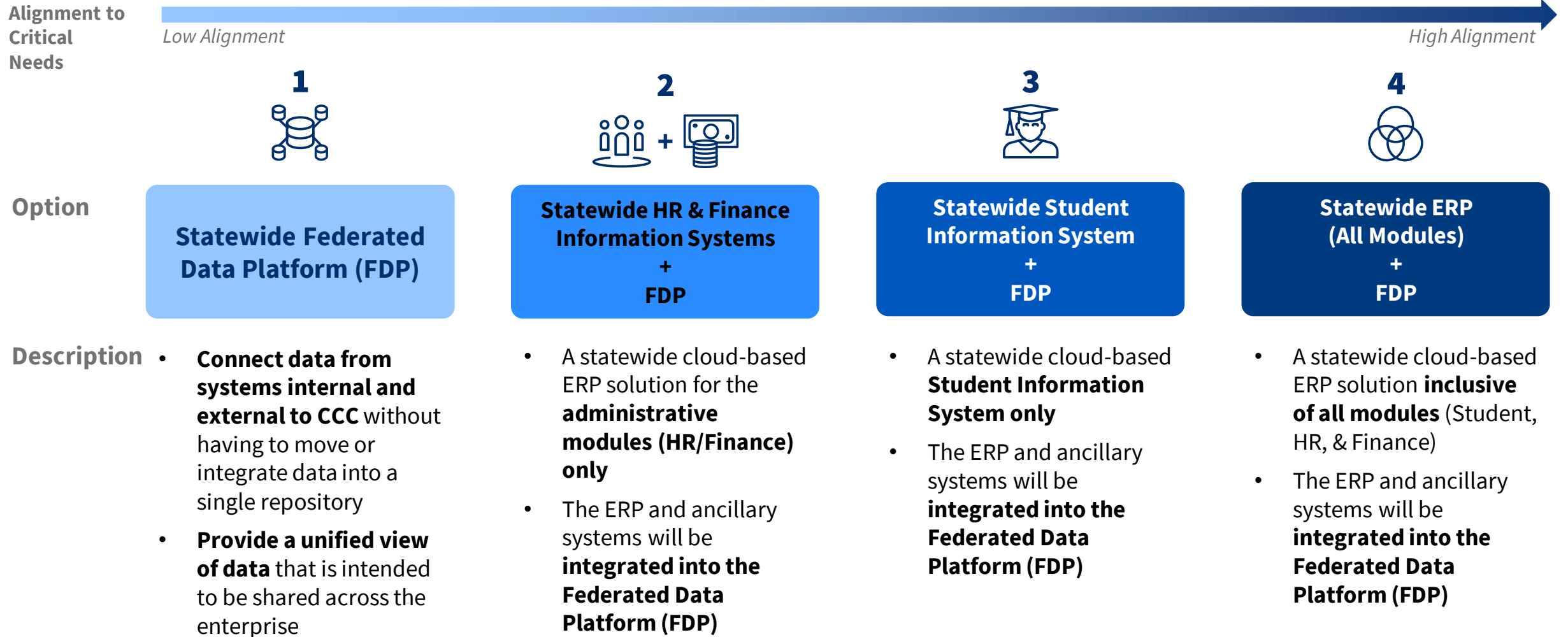
# Target State Technology Options and Illustrative Scenarios (2 of 2)

## Discussion Points:

- Scenario 1: MIS Reporting using the Federated Data Platform
  - Institutional Researchers would focus on report validation instead of creation; however, there will still be the burden of collecting and manipulation of data that goes into the report
- Scenario 2: Department Manager Backfills Existing Position
  - We need to consider how districts with personnel commissions would be impacted by this scenario. Legislative actions are required to change personnel commissions, which causes difference among districts.
  - District have different collective bargaining agreements for things like salary schedules, leaves, pay dates, which will need to be considered in this scenario.
- Scenario 3: Student Enrolls for Classes at Multiple Colleges; Counselors Help with Degree Planning
  - Degree planning is done differently across districts
- It would be helpful to see real-life scenarios for a statewide chart of accounts, standardized curriculum, and students applying for financial aid.



# Target State Technology Options





# Reflect: Headlines of the Future

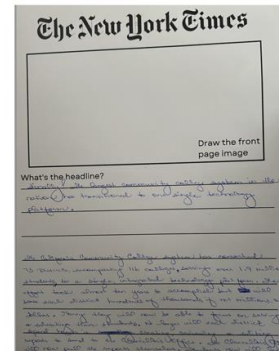
*Revisiting the group exercise to envision the outcome of a Statewide Common Technology Platform*

## Highlights:

- As a lead-in to reviewing the latest Vision statement, we revisited the Headlines of the Future exercise from the February Kickoff meeting. The headlines were aspirational and inspirational and focused on imagining and articulating what “could be”.
- We shared two Headlines of the Future examples that highlighted the benefits to students:
- Cost savings can be allocated to focus on serving and educating students.
- Students now will learn one system for enrolling, reviewing their grades, and requesting transcripts - saving them time and frustration.
- More students can move from one college to another, which increases obtaining degrees and certificates.
- More dual enrollments as students seamlessly move, with records intact from high school to community college.
- More students receiving financial aid.

## Headlines of the Future

*A group exercise to envision the outcome of a Statewide Common Technology Platform*



### Finally! The Largest Community College System in the Nation Transitioned to One Single Technology Platform.

The California Community College system has converted 73 districts, encompassing 116 colleges serving over 1.9 million students, to a single, integrated technology platform.

The effort took almost ten years to accomplish but will save each district hundreds of thousands, if not millions, of dollars; money they will now be able to focus on serving and educating their students.

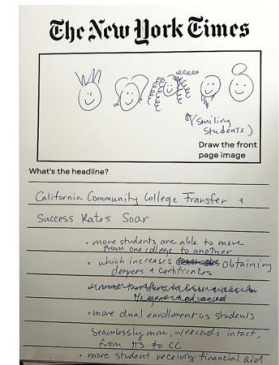
No longer will each district spend hours in creating, retrieving, and editing reports to send to the Chancellor's Office; the Chancellor's Office will now pull the reports themselves.

Students now will learn one system for enrolling, reviewing their grades, and requesting transcripts - saving them time and frustration.

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## Headlines of the Future

*A group exercise to envision the outcome of a Statewide Common Technology Platform*



### California Community College Transfer and Success Rates Soar

More students are able to move from one college to another, which increases obtaining degrees and certificates.

More dual enrollments as students seamlessly move, with records intact from high school to community college.

More students receiving financial aid.

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# Refine Vision Statement

*A group exercise to further refine the Vision Statement*

## Discussion Points:

- In the discussion of the current revision, the group agreed it read more like a definition of the SCTP.
- Improved access to data will benefit colleges, districts, and students in addition to the Chancellor's Office.
- A desire for it to be more aspirational was voiced.
- The Project Team will incorporate the feedback from the discussion and send to the Task Force for offline review.

## Vision:

### Revision

A Statewide Common Technology Platform is a user-focused, secure, cost-effective, and technologically scalable system that is designed to support colleges in their work to enhance student success, ~~democratize~~ increase Chancellor's Office access to data, improve district operational effectiveness and efficiency, streamline operations for staff, faculty, and administrators, support systemwide capacity, and maximize efficiencies equitably across colleges and districts to foster a culture of continuous improvement and excellence, and innovation.

A Statewide Common Technology Platform is a user-focused, secure, cost-effective, and technologically scalable system that is designed to support colleges in their work to enhance student success, increase Chancellor's Office access to data, improve district operational effectiveness and efficiency, support systemwide capacity, and maximize efficiencies equitably across colleges and districts to foster a culture of continuous improvement and excellence.

# Target State Landing Points

## Discussion Points:

- A Target State Landing Point sets the overarching direction of the target state. They comprise of foundational initiatives essential for establishing alignment and facilitating the adoption of a unified technology solution.
- Using a house analogy, foundational initiatives are necessary to enable the target state technology solution, while recommended initiatives are ones that should be done during implementation or afterwards.
- The four Target State Landing Points are: 1) Statewide Data Management Transformation, 2) Statewide Administrative Areas (HR & Finance) and Data Management Transformation, 3) Statewide ESSR\* and Data Management Transformation, and 4) Statewide Administrative Areas, ESSR\*, and Data Management Transformation
- It would be helpful to identify which, if any, of the initiatives would require passage of legislation vs. Chancellor's Office approval.
- Task Force members noted the initiatives seem to focus more on the Administrative Areas (HR & Finance). They would like more details on ESSR\* impacts for the "Statewide Compensation & Benefits Strategy" and "Standardize Functional Processes & Policies" initiatives.
- A desire to address the intricacies between scheduling and payroll. Loading directly connects to payroll, and payroll directly connects to scheduling was voiced.
- The Task Force needs more information about the pros and cons of a single ERP instance for 73 districts vs. multi-instance (each of the 73 districts are on their own instance, but all with common vendors & products).

### Landing Points Overview

Landing Points set the overarching direction of the target state. They comprise of foundational initiatives essential for establishing alignment and facilitating the adoption of a unified technology solution.

Initiatives serve as the foundation to support the target state solution.

Legend: Foundational (blue), Recommended (grey)

### Landing Point 1 Statewide Data Management Transformation

**Benefits**

- Consistent standards across districts addressing key reporting needs
- Improved data quality through standardized formats and consistent data definitions
- Unified view of data
- Improved reporting capabilities and reduced reporting burden for staff
- Integration across various data products and consumers helping eliminate data silos
- Integration to other statewide longitudinal data systems, enables data to travel with the student across LCC and beyond (e.g., C-IDR to Career)
- Improved data accessibility and retrieval of district and ecosystem-wide data
- Enhanced analytics through AI/ML algorithms that uncover patterns, correlations, and actionable recommendations

**Limitations and Challenges**

- Does not address any of the non-data and reporting related critical needs
- Integrations with multiple ERP systems and numerous ancillary applications would need to be developed
- Can be cost prohibitive to build
- Significant resources would be required to develop/maintain the federated infrastructure

**Dependencies**

- Statewide data governance framework would need to be established
- Successful integration with existing ERPs and third-party systems

### Landing Point 2 Statewide Administrative Areas (HR & Finance) and Data Management Transformation

**Benefits**

- All the benefits of the Statewide Data Management Transformation solution
- Modern HR & Finance system with enhanced self-service capabilities for faculty and staff
- Address administrative technology and process challenges
- Improved alignment and collaboration among HR and Finance functions
- Improved operational efficiency with consistent administrative processes
- Streamlined administrative transactional activities through enhanced workflows that can enable staff to focus on strategic goals
- Improved administrative reporting capabilities and data accessibility

**Limitations and Challenges**

- Does not address student information related critical needs
- Complexity of integration between HR & Finance systems and multiple disparate configured SIS systems
- Potential for data inconsistency between the administrative ERP and the student information systems
- Potential limitations to customizations to support district specific HR and Finance current data processes

**Dependencies**

- Establishment of a statewide data strategy and governance framework, chart of accounts, and job catalog
- Standardized HR and Finance business processes and policies

### Landing Point 3 Statewide ESSR and Data Management Transformation

**Benefits**

- All the benefits of the Statewide Data Management Transformation solution
- Consistent and optimized experience for students, faculty, staff as it relates to student information system interactions across colleges
- Meet key statewide student related objectives and districts needs through enhanced reporting and an integrated suite of tools
- Enable staff to manage student data and processes more efficiently and effectively
- Centralized data management by consolidating student data from various systems
- Improved student reporting capabilities and data accessibility
- Potential to reduce reliance on ancillary systems supporting the SIS

**Limitations and Challenges**

- Does not address existing administrative technology or process issues
- Complexity of integration between the SIS and multiple disparate configured administrative technology (HR/Finance) systems
- Potential limitations to customizations to support district specific current state processes
- Integrations with numerous ancillary applications would need to be developed

**Dependencies**

- Establishment of a statewide data strategy and governance framework and common course numbering
- Standardized ESSR business processes and policies

### Landing Point 4 Statewide Administrative Areas, ESSR and Data Management Transformation

**Benefits**

- All the benefits of the Statewide Data Management Transformation solution
- A consistently uniform experience for all constituents across colleges
- Provides a comprehensive solution for district ERP needs
- Streamlined workflows automated tools, and reduced manual data entry
- Seamless integration for HR, Finance, and Student systems
- Improved reporting capabilities and data accessibility
- Improved data security and operational recovery
- Increased cross functional collaboration
- Increased system scalability which could absorb increases in workload, transactions, and users

**Limitations and Challenges**

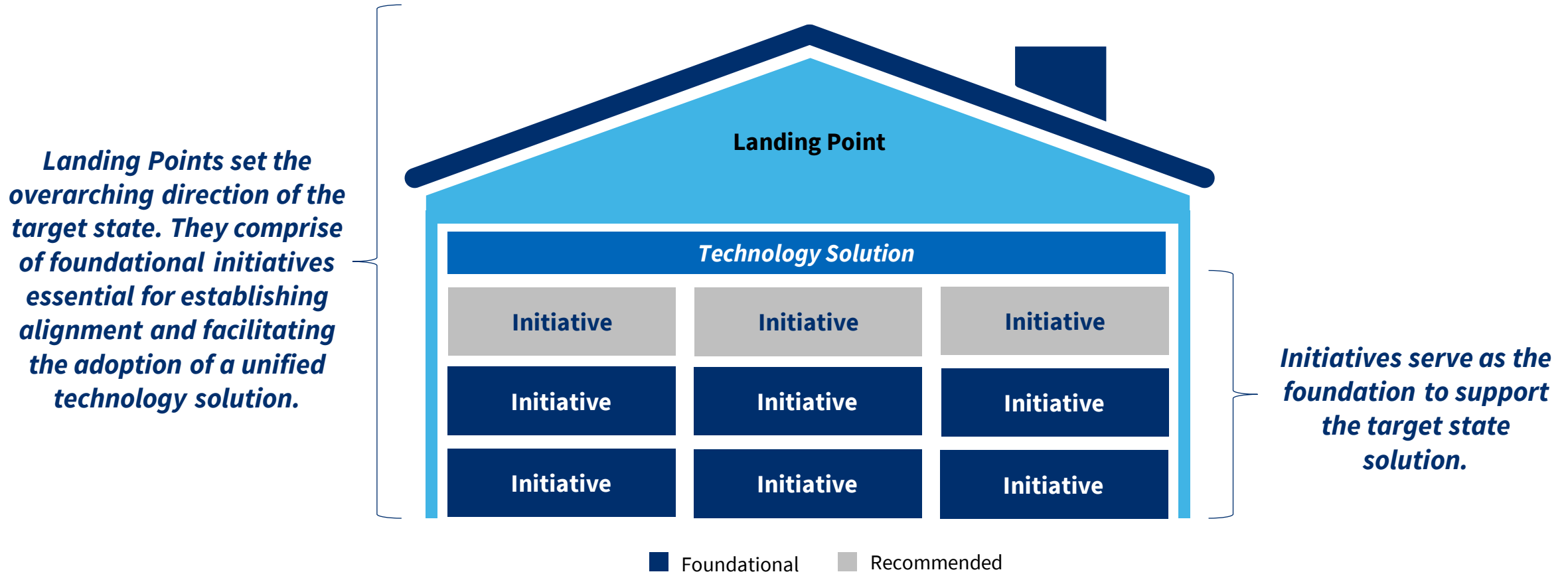
- Requires the longest implementation timeline and highest implementation resource burden
- Potential limitations to customizations to support district specific current state processes
- Integration complexity across existing systems, customizations, legacy systems, etc. during implementation of a SaaS-based solution

**Dependencies**

- Establishment of a statewide data governance framework, chart of accounts, job catalog, and course numbering
- Standardized HR, Finance, and ESSR business process and policies

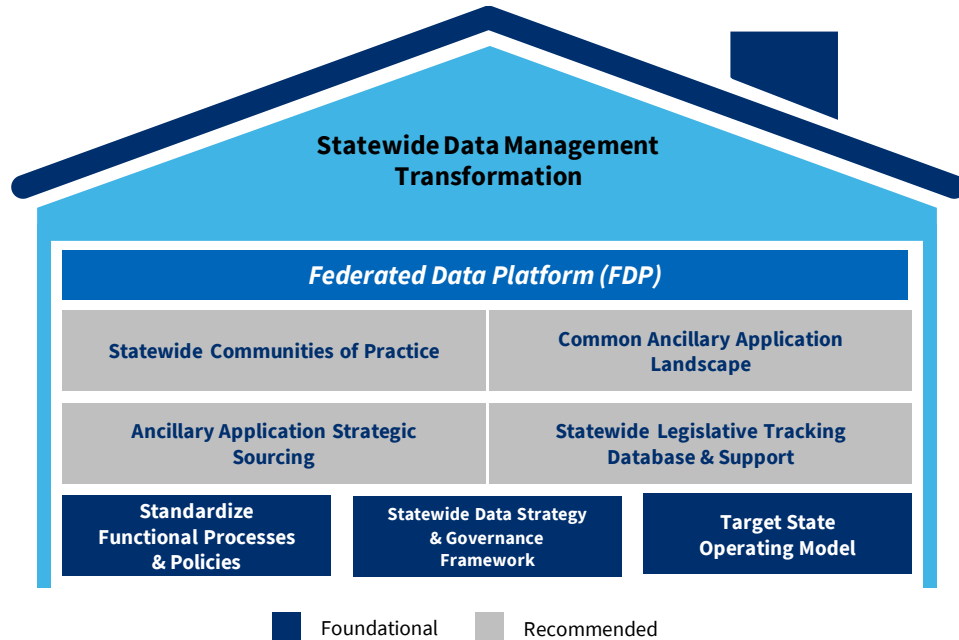
\* Educational Services & Support & Institutional Research includes: Instructional Services, Counseling, Admissions, Financial Aid, Student Accounts/Bursar, Student Records, Student Support & Engagement Programs, and Institutional Research.

# Landing Points Overview



# Landing Point 1

## Statewide Data Management Transformation



A data transformation involves improving how data is collected, stored, organized, analyzed, and utilized. This transformation is underpinned by the implementation of a Federated Data Platform (FDP) that allows systems, applications, and data to interoperate by connecting and accessing data from multiple sources and providing a unified view of the data that is intended to be shared across the system. The transformation will include building a statewide data management strategy inclusive of a statewide data strategy and governance framework which would help define data ownership and standards. Each district would continue to maintain their current ERP systems and integrate into the FDP.

### Benefits

- Data consistency standards across districts addressing key reporting needs
- Improved data quality through standardized formats and consistent data definitions
- Unified view of datasets
- Improved reporting capabilities and reduced reporting burden for staff
- Interoperability between data producers and consumers helping eliminate data siloes
- Integrations to other statewide longitudinal data systems; enables data to travel with the student across CCCs and beyond (e.g., Cradle to Career)
- Improved data accessibility and retrieval of district and ecosystem-wide data
- Enhanced analytics through AI/ML algorithms that uncover patterns, correlations, and actionable recommendations

### Limitations and Challenges

- Does not address any of the non-data and reporting related critical needs
- Integrations with multiple ERP systems and numerous ancillary applications would need to be developed
- Can be cost-prohibitive to build
- Significant resources would be required to develop/maintain the federated infrastructure

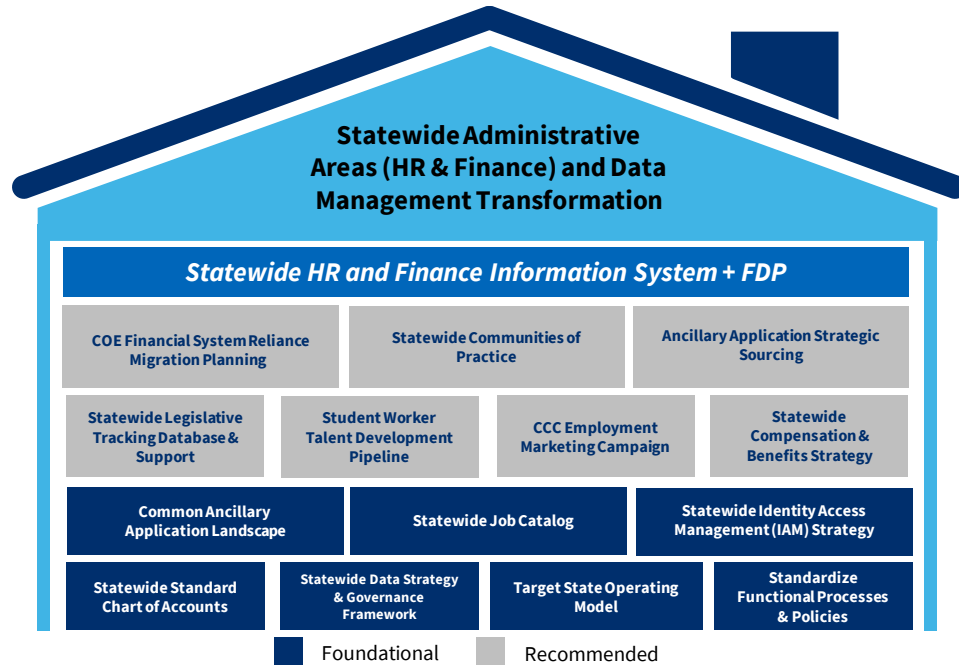
### Dependencies

- Statewide data governance framework would need to be established
- Successful integration with existing ERPs and third-party systems



## Landing Point 2

# Statewide Administrative Areas (HR & Finance) and Data Management Transformation



An administrative HR and Finance and data management transformation involves significant changes in how the institution manages its administrative processes, handles HR and Finance functions, and utilizes data for decision-making. This landing point is underpinned by a statewide cloud-based HR and Finance information system implementation and several foundational initiatives. A statewide cloud-based HR and Finance ERP would provide a more consistent digital experience for faculty and staff addressing current administrative technology issues. The ERP would be integrated into the Federated Data Platform (FDP). Each district would continue to maintain their current SIS systems and all systems would integrate into the FDP.

### Benefits

- All the benefits of the Statewide Data Management Transformation solution
- Modern HR & Finance system with enhanced self-service capabilities for faculty and staff
- Addresses administrative technology and process challenges
- Improved alignment and collaboration among HR and Finance functions
- Improved operational efficiency with consistent administrative processes
- Streamlined administrative transactional activities through enhanced workflows that can enable staff to focus on strategic goals
- Improved administrative reporting capabilities and data accessibility

### Limitations and Challenges

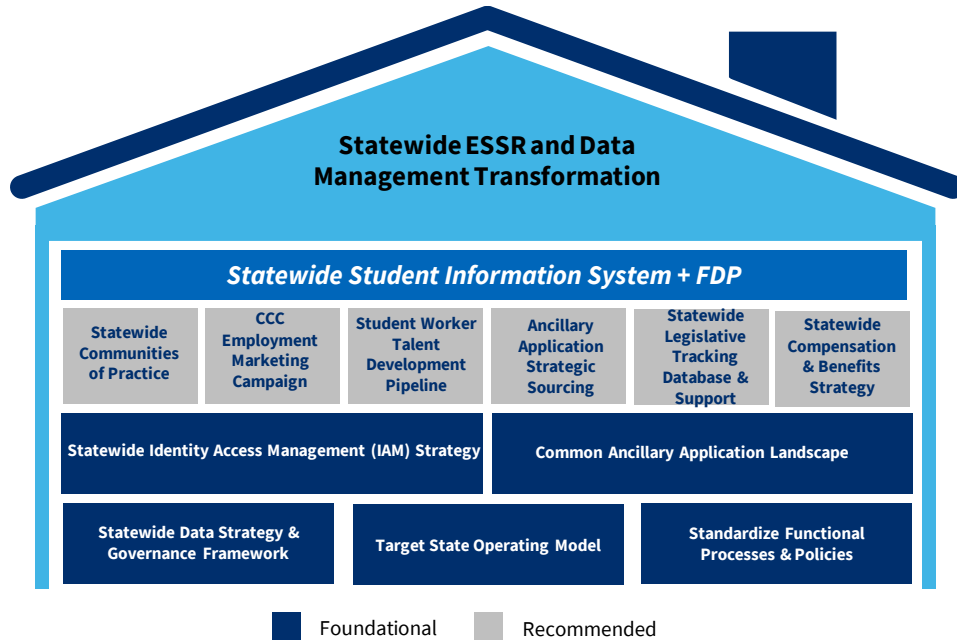
- Does not address student information related critical needs
- Complexity of integration between HR & Finance systems and multiple disparately configured SIS systems
- Potential for data inconsistency between the administrative ERP and the student information systems
- Potential limitations to customizations to support district specific HR and Finance current state processes

### Dependencies

- Establishment of a statewide data strategy and governance framework, chart of accounts, and job catalog
- Standardized HR and Finance business processes and policies

## Landing Point 3

# Statewide ESSR and Data Management Transformation



An Educational Services and Support and Institutional Research (ESSR) and data management transformation is underpinned by a modernized statewide student information system (SIS) that meets the evolving needs and challenges of students. This transformation involves implementing new technologies, processes, and strategies to improve the management and delivery of student-related information and services. A statewide student information system would enable staff to manage student data more efficiency and effectively. Districts would continue to operate their existing Finance and HR information systems. The statewide SIS solution, district's ERPs, and ancillary systems would be integrated into the Federated Data Platform (FDP).

### Benefits

- All the benefits of the Statewide Data Management Transformation solution
- Consistent and optimized experience for students, faculty, staff as it relates to student information system interactions across colleges
- Meet key statewide student-related objectives and districts needs through enhanced reporting and an integrated suite of tools
- Enable staff to manage student data and processes more efficiently and effectively
- Centralized data management by consolidating student data from various systems
- Improved student reporting capabilities and data accessibility
- Potential to reduce reliance on ancillary systems supporting the SIS

### Limitations and Challenges

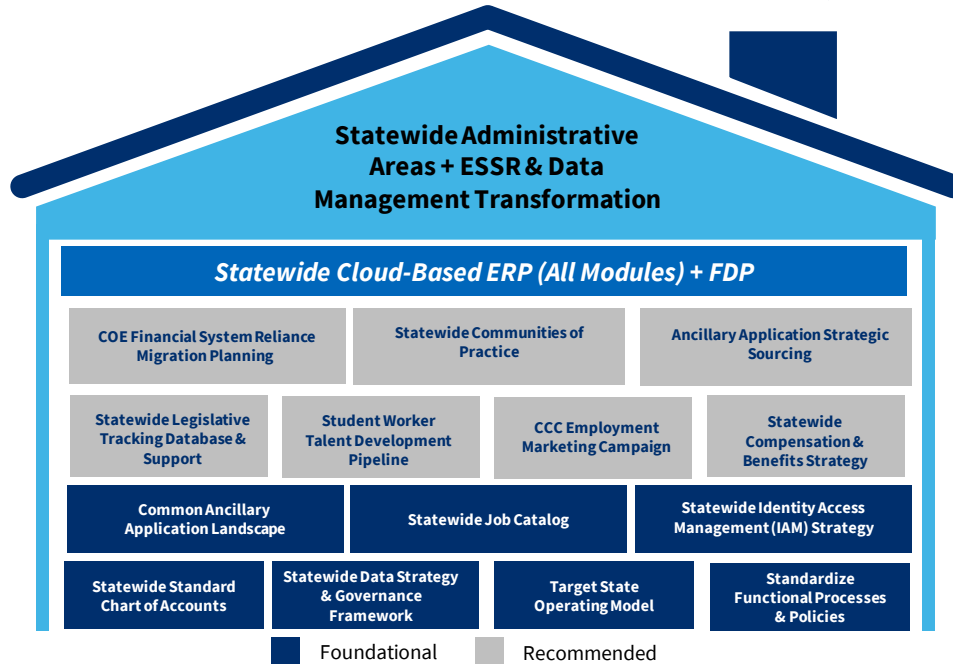
- Does not address existing administrative technology or process issues
- Complexity of integration between the SIS and multiple disparately configured administrative technology (HR/Finance) systems
- Potential limitations to customizations to support district specific current state processes
- Integrations with numerous ancillary applications would need to be developed

### Dependencies

- Establishment of a statewide data strategy and governance framework and common course numbering
- Standardized ESSR business processes and policies

## Landing Point 4

# Statewide Administrative Areas, ESSR and Data Management Transformation



A statewide administrative area and ESSR and data management transformation refers to modernizing and enhancing the systems and operations related to Finance, HR and student information within the California Community Colleges. While this transformation involves several foundational initiatives, it is underpinned by implementing a statewide cloud-based ERP inclusive of Student, HR, and Finance systems provided either by a single vendor or by a selection of “best of breed” platforms from multiple vendors. A statewide cloud-based ERP solution would provide a more consistent digital experience for students, faculty, and staff, and facilitate frictionless access to data. This solution would also include integration of the technology solution into the FDP.

### Benefits

- All the benefits of the Statewide Data Management Transformation solution
- A consistently uniform experience for all constituents across colleges
- Provides a comprehensive solution for district ERP needs
- Streamlined workflows automated tasks, and reduced manual data entry
- Streamlined integration for HR, Finance, and Student systems
- Improved reporting capabilities and data accessibility
- Improved data security and operational recovery
- Increased cross functional collaboration
- Increased system scalability which could absorb increases in workload, transactions, and users

### Limitations and Challenges

- Requires the longest implementation timeline and highest implementation resource burden
- Potential limitations to customizations to support district specific current state processes
- Integration complexity across existing systems, customizations, legacy systems, etc. during implementation of a SaaS-based solution

### Dependencies

- Establishment of a statewide data governance framework, chart of accounts, job catalog, and course numbering
- Standardized HR, Finance, and ESSR business process and policies

# Your Task Force Co-Chairs



**John Hetts**  
*Chancellor's Office*



**Chris Blackmore**  
*Riverside CCD*

# Your Facilitators & Support Team



**Janet Kung**  
Education Client  
Account Lead



**Hojoon Lee**  
ERP SMA



**Erica Harrold**  
Delivery Lead



**Garrick Yau**  
Delivery Lead



**Michael Dorado**  
Change Management  
Lead



**Gabriella Perez**  
Functional Lead



**Nicole Hay**  
Senior Analyst



**Gray Guzman**  
Senior Analyst



**John Stafford**  
Consultant



**Leron Garriques**  
Consultant



# Common Technology Platform Option 1

## Statewide Federated Data Platform (FDP)

### Description

A Federated Data Platform (FDP) is a data platform that will sit across the California Community Colleges integrating systems allowing them to connect data. The data platform will be federated across the California Community Colleges. This means that every district will continue to have their own version of their existing ERPs/SIS and the data platform, which can connect and collaborate with other data platforms as a “federation.”

**How does a Federated Data Platform work?**

The FDP can connect and access data from multiple enterprise systems and applications and provide a unified view of the data that is intended to be shared across the organization. Key capabilities of the FDP will be having a searchable index, querying data easily, having a virtual view of all the data in one place even if it is “scattered” around districts, and being able to handle data from different sources and databases.

Integrating an FDP with existing systems involve understanding the data sources of existing systems to identify integration points, identifying what needs to be integrated into the FDP, developing a catalog that describes the data, developing connectors to facilitate communication between the FDP and existing systems, mapping data structures of existing systems to standards of the FDP, configuring queries, and implementing security and access controls.

**Implementation Impacts and Dependencies of a Statewide Federated Data Platform (FDP)**

When implementing a statewide cloud-based ERP solution key risk considerations include (non-exhaustive): integrations with multiple enterprise systems and ancillary applications would need to be developed and the platform can be cost-prohibitive to build. Key dependencies will include the establishment of a statewide datagovernance framework and successful integrations with CCC ERPs and third-party systems.

	Benefits	Challenges
IT	<ul style="list-style-type: none"><li>Reduced complexity in managing data sources and integration processes</li><li>Reduced manual processes to deliver mandated MIS 320 reporting</li></ul>	<ul style="list-style-type: none"><li>Integrating diverse data sources and systems pose technical challenges</li><li>Resources required to develop/maintain the federated infrastructure</li><li>Cost of implementing a federated data platform may be high (technology cost, personnel training, etc.)</li></ul>
Finance	<ul style="list-style-type: none"><li>Easier to share data (e.g., sharing payroll data between Finance and HR)</li><li>Access to diverse datasets that can facilitate collaboration</li><li>Simplified reporting to the Chancellor’s Office and state through the FDP</li></ul>	<ul style="list-style-type: none"><li>May face challenges ensuring data consistency and accuracy across systems</li><li>Complexity of managing data across departments that have varying needs</li><li>May involve significant changes in data management processes and workflows</li><li>Will need to learn how to use the FDP</li></ul>
HR		
Education/Student Services		
Institutional Research		

## Common Technology Platform Option 2

# Statewide HR & Finance Information Systems + FDP

### Description

This initiative would involve implementing a statewide cloud-based ERP solution for the administrative modules only (HR/Finance) as well as a Federated Data Platform (FDP). Each district would replace their current HRIS and FIS systems with the Common ERP HR & Finance modules but continue to maintain their current SIS system.

A statewide ERP for the administrative modules only would allow for built in data sharing across the HR and Finance operations within each district. Selecting a cloud based SaaS solution enable institutions to take advantage of more modern ERP functionality such as automated workflows and self-service capabilities for HR and Finance. This Statewide HR and Finance system data would be integrated into the Federated Data Platform along with the data from the independently maintained SIS at each institution. Statewide shared data governance would also be established to support development and maintenance of data standards supporting the FDP and common HRIS/FIS system.

### Implementation Impacts and Dependencies of a Statewide HR & Finance Information Systems + FDP

When implementing a statewide HR and Finance Information Systems + FDP key risk considerations include (non-exhaustive): not addressing student information related critical needs and additional integrations that will be required with the SIS. Key dependencies will include the establishment of a statewide data governance framework, chart of accounts, standardizing HR and Finance business processes and policies, and creation of a statewide job catalog.

	Benefits	Challenges
Information Technology	<ul style="list-style-type: none"> <li>Reduced complexity in managing data sources and integration processes</li> <li>Reduced manual processes to deliver mandated MIS 320 reporting</li> <li>Reduced report building burden</li> <li>Ability to leverage statewide configuration approaches to address HR &amp; Finance regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>Heavy integration burden to configure and maintain data and system connections into FDP</li> <li>SIS will need to be updated to adhere to statewide data standards</li> <li>Must reconfigure integrations between SIS and new HR/Finance system</li> <li>Still required to independently maintain and find solutions to meet legislative requirements for SIS systems</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Ability to develop budgets from integrated position control information</li> <li>Ability to integrate budget approval and checks into hiring requests</li> <li>Workflow automation and approval workflows to support transactional processes</li> <li>Cross-module real time or near real time data integration</li> <li>Increased access to report building through self-service</li> <li>Easier to share data (e.g., sharing payroll data between Finance and HR)</li> <li>Single system and source of truth for payroll, recruiting, and budgeting</li> <li>Access to diverse datasets that can facilitate collaboration</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	<ul style="list-style-type: none"> <li>Will need to redefine/update data fields and uses across systems to adhere to statewide data standards for FDP</li> <li>Faculty and staff will be required to learn new HR &amp; Finance systems and statewide SIS data standards</li> <li>Will need to learn how to use the FDP</li> </ul>
Human Resources		
Education/Student Services		
Institutional Research	<ul style="list-style-type: none"> <li>Reduced report building burden</li> <li>Increased access to report building through self-service</li> <li>Access to diverse datasets that can facilitate collaboration</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	

## Common Technology Platform Option 3

# Statewide Student Information System + FDP

### Description

This initiative would involve implementing a statewide cloud-based student information (SIS) ERP solution only as well as a Federated Data Platform (FDP). Each district would replace their current SIS systems with the Common ERP SIS module but continue to maintain their current FIS & HRIS systems.

Selecting a cloud based SaaS solution enable institutions to take advantage of more modern ERP functionality such as automated workflows and self-service capabilities for educational and student services.

This statewide SIS system data would be integrated into the Federated Data Platform along with the data from the independently maintained HRIS & FIS at each institution. Statewide shared data governance would also be established to support development and maintenance of data standards supporting the FDP and common SIS system.

### Implementation Impacts and Dependencies of a Statewide Student Information Systems + FDP

When implementing a statewide SIS + FDP key risk considerations include (non-exhaustive): not addressing district administrative technology issues, an extended implementation timeline, and additional integrations that will be required with existing HR and Finance systems. Key dependencies will include the establishment of a statewide data governance framework, standardizing ESSR business processes and policies, an ancillary system landscape consolidation, and a common course catalog.

	Benefits	Challenges
<b>Information Technology</b>	<ul style="list-style-type: none"> <li>Reduced complexity in managing data sources and integration processes</li> <li>Reduced manual processes to deliver mandated MIS 320 reporting</li> <li>Reduced report building burden</li> <li>Ability to leverage statewide configuration approaches to address student and academic related regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>Heavy integration burden to configure and maintain data and system connections into FDP</li> <li>FIS &amp; HRIS will need to be updated to adhere to statewide data standards</li> <li>Must reconfigure integrations between new SIS and existing HR/Finance system</li> <li>Still required to independently maintain and find solutions to meet legislative requirements for administrative systems</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Easier to share data (e.g., sharing payroll data between Finance and HR)</li> <li>Access to diverse datasets that can facilitate collaboration</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	<ul style="list-style-type: none"> <li>Will need to redefine/update data fields and uses across systems to adhere to statewide data standards for FDP</li> <li>Faculty and staff will be required to learn new statewide FIS &amp; HRIS data standards</li> <li>Will need to learn how to use the FDP</li> </ul>
<b>Human Resources</b>		
<b>Education/Student Services</b>	<ul style="list-style-type: none"> <li>Streamlined registration, enrollment, and course scheduling processes</li> <li>Reduced reliance on ESSR ancillary applications</li> <li>Workflow automation and approval workflows to support transactional processes</li> <li>Increased access to report building through self-service</li> <li>Access to diverse datasets that can facilitate collaboration</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	<ul style="list-style-type: none"> <li>Faculty and staff will be required to learn new SIS systems</li> <li>Will need to redefine/update data fields and uses across systems to adhere to statewide data standards for FDP</li> <li>Will need to learn how to use the FDP</li> </ul>
<b>Institutional Research</b>	<ul style="list-style-type: none"> <li>Reduced student and academic report building burden</li> <li>Increased access to report building through self-service</li> <li>Access to diverse datasets that can facilitate collaboration</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	<ul style="list-style-type: none"> <li>Will need to learn how to use the FDP</li> </ul>

## Common Technology Platform Option 4

# Statewide Cloud-Based ERP + FDP (1/2)

### Description

A statewide cloud-based ERP would be a common ERP solution inclusive of all modules provided by a single vendor or by a selection of “best of breed” platforms from multiple vendors. A statewide cloud-based ERP solution would provide a comprehensive and integrated approach to managing various business functions across Finance, HR, and Education Services and Support. The solution would facilitate real-time data availability, provide a foundation for a more intuitive system, ease cross-institutional data sharing, and provide a more consistent experience for staff, faculty, and students.

Key features of a statewide cloud-based ERP would include a centralized database, modules that are integrated, real-time reports, build-in security features, end-to-end functionality to deliver services, and flexible cloud technology that reduces the cost of maintaining enterprise systems and is scalable to meet growing user demands and volumes.

The statewide cloud-based ERP would be integrated into the Federated Data Platform (FDP). Statewide shared data governance would also be established to support development and maintenance of data standards supporting the FDP and common cloud-based ERP system.

### Implementation Impacts and Dependencies of a Statewide Cloud-Based ERP

When implementing a statewide cloud-based ERP solution, considerations (non-exhaustive) include: potential limitations to customizations that support district specific current state processes, integration complexity across districts and disparate systems during implementation, and challenges in integrating with legacy systems or 3rd party applications/data sources. Implementing a statewide ERP would also require a long implementation timeline and large implementation resource burden. Additionally, there will be several dependencies prior to implementing this solution including: establishing of a statewide data governance framework, a statewide chart of accounts, standardized processes and policies, the creation of a statewide job catalog, and common course numbering.

## Common Technology Platform Option 4

# Statewide Cloud-Based ERP + FDP (2/2)

	Benefits	Challenges
<b>IT</b>	<ul style="list-style-type: none"> <li>Centralized ERP solution that will reduce the complexity of managing multiple systems</li> <li>Reduced complexity in managing data sources and integration processes</li> <li>Reduced manual processes to deliver mandated MIS 320 reporting</li> <li>Reduced report building burden</li> <li>Ability to leverage statewide configuration approaches to address HR, Finance, and Student regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>IT stakeholders will face increased workloads during initial implementation and resistance to change from other departments adapting to the new technology</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Ability to develop budgets from integrated position control information</li> <li>Ability to integrate budget approval and checks into hiring requests</li> <li>Workflow automation and approval workflows to support transactional processes</li> <li>Cross-module real time or near real time data integration</li> <li>Increased access to report building through self-service</li> <li>Easier to share data (e.g., sharing payroll data between Finance and HR)</li> <li>Single system and source of truth for payroll, recruiting, and budgeting</li> <li>Access to diverse datasets that can facilitate collaboration</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	<ul style="list-style-type: none"> <li>Faculty and staff will be required to learn new the systems</li> <li>Departments may feel a loss of autonomy over their processes as they transition into a standardized and centralized system</li> <li>Resistance to change for those stakeholders that are accustomed to current processes</li> <li>Will need to redefine/update data fields and uses across systems to adhere to statewide data standards</li> </ul>
<b>HR</b>		
<b>Education/Student Services</b>		
<b>Institutional Research</b>	<ul style="list-style-type: none"> <li>Access to comprehensive and integrated data across different departments and functions, facilitating analysis and reporting</li> <li>Reduced report building burden</li> <li>Increased access to report building through self-service</li> <li>Simplified reporting to the Chancellor's Office and state through the FDP</li> </ul>	<ul style="list-style-type: none"> <li>IR teams may face limitations in generating customized reports</li> <li>Will need to learn how to use the FDP</li> </ul>



# Target State Landing Points Overview

The following table presents an overview of landing point options to address the decision point around the scope of the transformation, inclusive of benefits and drawbacks for each option.

	LANDING POINT OPTION 1 Statewide Data Management Transformation	LANDING POINT OPTION 2 Statewide Admin Areas (HR/Fin) + Data Management Transformation	LANDING POINT OPTION 3 Statewide ESSR + Data Management Transformation	LANDING POINT OPTION 4 Statewide Admin Areas + ESSR + Data Management Transformation
DESCRIPTION	Build a statewide data management strategy inclusive of a statewide data governance structure and the implementation of an FDP which is integrated with existing ERP, ancillary, and third-party systems (e.g., C2C).	Transform the HR and Finance administrative areas through a statewide cloud-based HR and Finance system implementation, HR and Finance process and policy harmonization, new operating model, and an FDP implementation.	Transform the ESSR area through a statewide cloud-based student information system (SIS) implementation, ESSR process and policy harmonization, new operating model, and an FDP implementation.	Full transformation of ESSR, HR, and Finance with the implementation of a statewide cloud-based ERP inclusive of Student, HR, and Finance systems, process and policy harmonization, new operating model, and an FDP.
BENEFITS	<ul style="list-style-type: none"> <li>Addresses statewide data and reporting related challenges (e.g., data consistency, quality, standards)</li> <li>Enhanced analytics through AI/ML</li> <li>Data will travel with the student across CCCs and beyond</li> </ul>	<ul style="list-style-type: none"> <li>Creates a consistent and optimized experience for staff and faculty</li> <li>Addresses administrative technology and process challenges</li> <li>Improved alignment and collaboration among HR and Finance functions</li> </ul>	<ul style="list-style-type: none"> <li>Creates a consistent and optimized experience for students and ESSR stakeholders</li> <li>Would meet key statewide student-related objectives and district's needs</li> <li>Enables staff to manage student data and processes more efficiency and effectively</li> </ul>	<ul style="list-style-type: none"> <li>Provides a consistent digital experience for all constituents</li> <li>Provides a comprehensive solution for district ERP needs</li> <li>Allows streamlined integration for HR, Finance, and Student systems</li> </ul>
DRAWBACKS	<ul style="list-style-type: none"> <li>Does not address any of the non-data and reporting related critical needs</li> <li>Complexity and scale of managing data across districts</li> <li>Can be cost-prohibitive to build an FDP</li> </ul>	<ul style="list-style-type: none"> <li>Does not address student information related critical needs</li> <li>SIS systems will require additional integration</li> <li>Technology may have limited flexibility to support district-specific processes</li> </ul>	<ul style="list-style-type: none"> <li>Will not address district administrative technology or process issues</li> <li>HR and Finance systems will require additional integration</li> <li>Technology may have limited flexibility to support district-specific processes</li> </ul>	<ul style="list-style-type: none"> <li>Requires longest implementation timeline and highest implementation resource burden</li> <li>Technology may have limited flexibility to support district-specific processes</li> </ul>
DEPENDENCIES	<ul style="list-style-type: none"> <li>Establishment of a statewide data strategy and governance framework</li> <li>Successful integration with CCC ERPs and 3<sup>rd</sup> party systems</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a statewide data strategy and governance framework, chart of accounts, and job catalog</li> <li>Standardized HR &amp; Finance business processes</li> <li>Harmonized HR &amp; Finance policies</li> <li>Successful integration with CCC SIS systems</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a statewide data strategy and governance framework</li> <li>Common course numbering</li> <li>Standardized ESSR business processes</li> <li>Harmonize ESSR policies</li> <li>Successful integration with CCC HR/Fin systems</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of a statewide data strategy and governance framework, chart of accounts, job catalog, and course numbering</li> <li>Standardized HR, Finance, and ESSR business process/policies</li> </ul>

FDP – Federated Data Platform

C2C – Cradle to Career

ESSR – Educational Services and Support and Institutional Research