

**OCONINO COUNTY COMMUNITY COLLEGE
DISTRICT GOVERNING BOARD**

WORK SESSION

OCTOBER 28, 2014



**COCONINO COUNTY COMMUNITY COLLEGE
MINUTES OF A WORK SESSION
OF THE
DISTRICT GOVERNING BOARD
OCTOBER 28, 2014**

A Work Session of the Coconino County Community College District Governing Board was held at the Lone Tree campus in the Board Room at 2800 S. Lone Tree Road, Flagstaff, Arizona 86005. Board Chair, Mr. Patrick Hurely, called the meeting to order at 4:00 pm.

PRESENT: Patricia Garcia
Gioia Goodrum
Lloyd Hammonds
Patrick Hurley
Nat White

ABSENT: none

Also Present: Dr. Leah Bornstein, CCC President; Ms. Jami Van Ess, Dr. Russ Rothamer, Mr. Daniel Begay, Ms. Gayle Benton, Dr. Ingrid Lee, Ms. Emily Lizotte, Dr. Michael Merica, Ms. Kellie Peterson, Legal Counsel; Ms. April Sandoval, Board Recorder; Ms. Mary Anne Schrade, Mr. Scott Talboom, Mr. Joe Traino, and Mr. Bob Voytek.

Reports, summaries, background material, and other documents referred to in these minutes can be found in the October 28, 2014 Documents File.

Follow Up

- Ms. Gioia Goodrum and Mr. Lloyd Hammonds continue their work to revise the President's Evaluation Process.

Important Dates

October 31 st November 3 rd	President's Advisory Council Meetings
November 18 th	District Governing Board Meeting
December 9 th	Foundation Board Meeting
December 24 th to January 2 nd	Winter Campus Closure

FOLLOW UP ITEMS

Ms. Gioia Goodrum and Mr. Lloyd Hammonds continue their work to revise the President's evaluation process. The ACCT presentations and congress are complete and all tasks related to them have been finished.

A. College's Future IT Recommendations

Ms. Jami Van Ess began this discussion by reviewing the materials presented in the October 28, 2014 documents file. During the 2006-2007 fiscal year, the College was experiencing severe

technology problems that impacted the College's ability to provide services across the district. Most notably, the Page community had expressed a lack of trust in the College's ability to provide reliable services to their students. After a Request for Proposal (RFP) process, the college contracted with Campus Works (CW) to assess our systems and present findings. The assessment confirmed several vulnerabilities including unstable technology infrastructure and distance education network and security issues due to weak Information Technology Services (ITS) leadership and planning.

As a result of these findings, the College determined a need for highly experienced ITS leadership to correct short-term deficiencies and to develop and implement long-term ITS strategic plans.

The College identified two vendors that provided outsourced ITS leadership, Collegis and CW. Collegis used a model where they outsourced the entire ITS department. At that time, Mohave Community College had just contracted with Collegis to outsource its ITS staff for \$2 million per year for seven years. CW used a co-sources model where the Chief Technical Officer (CTO) position is outsourced and additional CW Subject Matter Experts (SME) were available as needed. The SMEs are a network of ITS professionals that have intellectual expertise from the combined experience of working for hundreds of colleges. They have highly-specialized knowledge of best practices such as Data Base Administration or Banner and are called upon to solve specific challenges or to assist with new implementations of products or services. The College did not want to outsource the entire ITS department and the Collegis model was cost prohibitive, therefore, the most cost effective option was CW.

In addition, prior legal advice had been to approve contracts for one year at a time to avoid a situation where a current board binds a future board. Therefore, the College secured services with CW for one year with multiple one-year renewal options totaling five years.

Five-Year Accounting November 2007 – June 2012

During the initial five-year term of the CW contract, the plan was to offset expenses of the contract with internal savings. The College held three ITS positions vacant (CTO, Network Engineer and Database Administrator) plus \$70,000 in budget professional services to offset costs. In addition, operational savings were identified to help offset the overall cost of the CW contract and minimize costs to the College (see attached Technology Savings/Offset Analysis for more detail).

FY 08 (7 mos. and 1 week) Contract cost \$295,569.10 for 1.25 FTE and \$289,060 in savings

FY 09 Contract cost \$460,009 for 1.25 FTE and \$329,625 in savings

FY 10 Contract cost \$554,494 for 1.46 FTE and \$385,334 in savings

FY 11 Contract cost \$540,179 for 1.46 FTE and \$423,437 in savings

FY 12 Contract cost \$552,950 for 1.5 FTE and \$392,837 in savings

Annual Evaluation

The administration evaluates the services and accomplishments of the CW contract on an annual basis. The evaluation at the beginning of the fifth year determined that, while much had been accomplished, the College was not ready to assume the duties and responsibilities in-house.

Furthermore, it was also determined several strategic initiatives required additional CW support. The administration, in conjunction with CW, developed a three-year plan based on an aggressive scope of work and a transition plan during the third year, including the hiring of an internal CTO.

Three-year Renewal of CW contract FY 13 – FY 15

At the May 2012 meeting, the District Governing Board approved the CW contract July 1, 2012 through June 30, 2015 for the current scope of work (see attached CW Deliverables for detail). The current scope of work included a selection process to hire an internal CTO during FY 15. In addition, CW waved the contractual CPI increase for the final year of the contract.

The College continues to hold the CTO and Database Administrator positions vacant plus the \$70,000 in professional services to offset cost of the contract. CW has continued to identify operational savings to help offset the overall cost of the CW contract and minimize costs to the College (see attached Technology Savings/Offset Analysis for more detail).

FY 13 Contract cost \$571,814 for 1.5 FTE and \$449,478 in savings

FY 14 Contract cost of \$538,728 for 1.5 FTE and \$509,961 in savings

FY 15 Budgeted contract cost \$485,556 for 1.25 FTE and \$525,502 in savings.

Outsource Cost Comparisons

The College occasionally contracts for special projects with other ITS vendors at a cost \$170 to \$200 per hour compared to \$178 per hour with CW.

FY 2013-2015 Strategic Plan Accomplishments

The FY 2013-2015 College strategic plan contains five goals. Of these, one entire goal (20%) is the responsibility of the CTO and ITS department. The entire Strategic Plan includes 49 tactics that require technology support or are technology initiatives and many of these tactics are above the scope of the CW contract (see attached Accomplishments for further detail).

Future ITS Leadership Options

During the May 2014 Board meeting when the third year of the current three-year contract with CW was renewed, the Board requested a discussion of future ITS leadership options. Two options for the future leadership of the ITS department are provided for Board discussion and direction and include an in-house model and a reduced CW model (see Options attached in October 28, 2014 documents file). The goal in both options is to reduce costs while maintaining the same quality of IT services that has been built over the past seven years. Based upon the Board's direction, an action or direction item may be presented to the Board at their November meeting.

Benchmarks

We have also looked at two different sources for benchmark data including EDUCAUSE and the Kenneth "Casey" Green Campus Computing Survey. The benchmarks that were reviewed included the number of IT staff members, technology fees, IT expenditures compared to overall budget, and expenditures on our learning management system (Banner System). Based on these benchmarks, we are in line with similar schools.

Some of the topics that were discussed included the following:

- The Campus Works Contract is a fixed rate contract. Additional items can be added to their scope of work without increasing costs.
- Even if we did not hire Campus Works, we would have spent \$2.4 million in salaries for IT staff.
- Both options for future IT staff include a new position for user support. This is a needed position to better support faculty, students and staff members.
- It will take approximately three months to advertise and fill a Chief Technical Officer (CTO) position. We are also building in a three month overlap for this position with Campus Works staff to allow time for mentoring and training. If we move forward with hiring a CTO, we would have to start advertising in January.
- There are a lot of unknowns with either option but we have an obligation to serve our district. We also face a lot of challenges in serving our district and one of the solutions to these challenges is technology.
- We are unwilling to go back to where we were seven years ago.
- We are just now starting to develop our 2016-2020 strategic plan and are unsure what the IT related technology needs will be.

Another option for IT services has come up in the last couple of days. This option involves a cost sharing model with another institution. We are not at liberty to share more information at this time but suggest that the Board enter executive session for legal advice to discuss these options.

EXECUTIVE SESSION At 4:07 pm a motion was made by Ms. Patty Garcia and seconded by Ms. Gioia Goodrum to enter into Executive Session pursuant to A.R.S. § 38-431.03(A)(1) for solicitation of legal advice.

RECONVENED IN OPEN SESSION at 4:20 pm.

Ms. Gioia Goodrum motioned to reconvene in open session and Ms. Patty Garcia seconded the motion. The meeting resumed in open session at 4:20 pm.

Ms. Gioia Goodrum made a motion to move the Environmental Scan presentation to after the regular meeting and adjourn the work session at 5:35 pm. The motion was seconded by Dr. Nat White and was unanimously approved.

Ms. Gioia Goodrum made a motion to re-convene the work session at 6:48 pm. The motion was seconded by Ms. Patty Garcia and unanimously approved.

B. Environmental Scan

Dr. Michael Merica presented an abbreviated version of his Environmental Scan presentation and showed the Board where to find the video for that presentation. A copy of this presentation is included in the October 28, 2014 meeting files.

The Board felt that this was an excellent presentation that included very comprehensive data collection. The Board commented that if we have 80% of our students in a few programs, what resources does it take to keep the students in the other 20% of programs.

Ms. Gioia Goodrum motioned to adjourn the meeting at 7:26 pm. The motion was seconded by Ms. Patty Garcia and unanimously approved.

MINUTES PREPARED BY:

April Sandoval
Board Recorder

ATTEST:

APPROVED:

Patricia Garcia
Vice Chair/Secretary of the Board

Patrick Hurley
Board Chair