



*Decision Time: Why trust the management of your strategic asset, Information Technology, to an outside partner?*



# Returning to Technology Management

*Bergen Community College's decision process*



# Introduction of Panelists

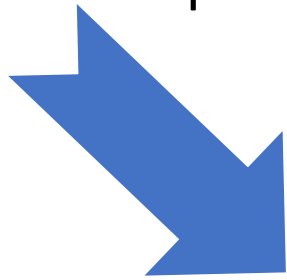
- **Dr. Michael Redmond**, President, Bergen Community College
- **Carol Otis**, Board Chair, Bergen Community College
- **Frank Reilly**, President, Professional Staff Association, Bergen CC
- **Bob Cominsky**, Vice President, Ellucian Technology Management



# The Bergen IT journey

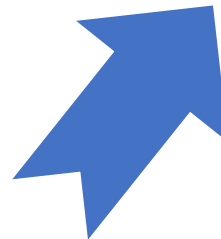
## Leadership's role in addressing Technology at Bergen

**2001-2009** Bergen is NJ Leader in Community College IT with Ellucian IT leadership and management.



**2009-2017**

Took IT back. Used multiple consultants and staffing firms. Loss of reputation as leader in IT. Identified as poorest IT quality in NJ.



**March 2018- Current**

New partnership with Ellucian TMS. Regaining technology leadership, efficient use of technology tools, and IT reputation.



# Attempted solutions during 2009-2017

- In-house IT staff--difficulty recruiting, retaining critical skill sets
- Consulting-- hit or miss, inconsistent
- Staffing Firms-- no accountability, inadequate resources, goals not achieved

*All of the above resulted in poor customer service, underutilization of technology and non-alignment of IT to the college's strategic goals and objectives*



# Issues Bergen Faced

- Changes in Leadership, which led to Ellucian assessment in summer 2017
- Major technology migration project failure
- Lost confidence in IT
- Reputation decline from best IT leadership to poorest, impacting ability to hire and recruit
- Lack of Strategic Plan and Risk Management Plan for technology governance
- Lost enrollment & negative impact on recruiting
- Lack of user participation in software upgrade testing leading to poor understanding of software features and benefits
- Reactive rather than proactive approach to IT operations



# Critical Recommendations Summary

- **Right size & right skill** the IT organization
- **Implement Technology Governance** where proposals are documented & shared, priorities are weighed against the institutional strategic plan & collaborative input from academic & administrative representatives is sought
- Create **security policies** including management of **PII & other critical procedures**, such as the software upgrade process (in collaboration with functional users)
- Develop **equipment replacement plan for all technology** including classrooms, labs, faculty & staff equipment
- **Address infrastructure issues** → through evaluation & planning, and policy / procedure enhancement protocols; prioritize & budget according to urgency & institutional strategic priorities (e.g. internet redundancy)



# Critical Recommendations Summary, cont.

- **Centralize Asset Management** using one tool & repository
- Form IT staff **professional development / training plan** & training support strategy for user community
- **Develop software update & data cloning** (for test environment) **schedule** for regular update installation
- **Review and update Colleague procedures** that result in enrollment barriers and poor student experience
- **Explore options for reducing cost of education** for students – including using Open Educational Resources (**OER**) for textbooks
- **Website redesign** is needed as well as maintenance plan for **content management**





# *Implementing a Managed Services Agreement*

Bergen Community College - A Case Study  
Northern New Jersey



# Bergen Community College

## Key Data

- Ranked No. 1 in NJ for Associate Degree Graduates
- \$108 Million Budget
- 14,000 Credit Students/6,000-8,000 Noncredit
- Faculty - 270 Tenured Full-Time/750 Adjuncts
- Three Campuses
- Served 600,000 students in 50+ Years





# The Challenge

- The Context
- Falling Enrollment
- Budget Constraints



# Key Steps

- A campus-wide assessment of IT
- Sharing findings widely on campus
- Developing alternative solutions
- Finding the money!

(Timeline- August 2017 - March 2018)



# It's Not Just About You!

- Include your Board in decision making from the very beginning.
- Don't overlook local politics.





# Lessons Learned

- Your Shop Steward Can be Your Best Friend
- Respect roles
- Frequent and Open Communication
- Keep your promises
- Mitigate job loss as much as possible
- Provide support to displaced employees





# The first 6 months of the contract

- Integrated Follet's text book purchasing process into Colleague self-service module
- Supported redesign of the One Stop student services area
- Completed IT communication plan
- Completed Student Success 360 assessment in support of the One Stop project
- Deployed IT-wide project tracking
- Launched comprehensive customization analysis for Colleague





# What's Next: Reimagine Technology

- Foster a student center virtual campus to support campus functions and operations, including a well-designed and student friendly virtual one stop center
- Relaunch college website emphasis on branding and recruitment
- Conduct Business Process Analysis
- Deploy technology assets and capabilities more strategically



# Questions and Comments

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