

not be needed to support a commercial ERP system. Not filling these positions increases the workload for IT staff and limits the ability of IT to take on new projects. Several staff indicated concerns about the future and if their jobs will be needed.

★ **Peer Benchmarking Takeaways:** Both Mt. San Antonio College and Pasadena City College operated with a homegrown ERP system before implementing Banner. At Mt. San Antonio, approximately 70% of programming staff in IT left during the Banner implementation.

Recommendation: SMC needs to establish a clear roadmap for the future of ERP, including a contingency plan for ISIS. This roadmap should include detailed timing, funding, and staffing considerations. SMC should also consider developing a formal change management plan to help ensure effective executive sponsorship, training, and communications.

❖ **IT Master Plan Consideration:** Future ERP Roadmap

4.1.2 | Business Process Improvement

Many administrative functions are based around people and how they prefer to work rather than around defined processes. This, coupled with the limitations of the legacy SIS, has resulted in a significant amount of manual effort and duplicate data entry.

A strength of ISIS has been the ability to customize the system to cater to the needs and wants of staff. Over time, this has resulted in processes that are designed around specific individuals. Implementing a new ERP system presents an opportunity for SMC to redesign business processes to focus on best practices and the needs of the College. Eliminating excessive manual and paper processes will free up staff time to focus on more value-added and strategic activities.

Manual Processes

The College is at risk of making critical, high-impact mistakes due to the paper processes in key areas such as Admissions, Business Office, and HR. Most data entered into ISIS is then printed on green bar paper and reentered into the LACOE system. In many cases, SMC is performing manual processes when commonly used commercial systems exist. For example, a class scheduling tool (e.g., Ad Astra and Schedule25) could eliminate significant effort and duplicate data entry. Unnecessary manual processes drive unsustainable costs and result in poor student service.

Students are required to visit the Admissions and Records Office and the Counseling Office with paper documents to accomplish tasks that should be performed by a modern ERP system. Visits to the Admissions and Records Office and the Counseling Office total approximately 164,000 visits per year. At times, students are required to wait in line (using a software tool) for up to four hours. With the tool, students are still required to visit the office to secure a place in line. Student services should be as seamless as possible.