

#1 *Information Security Strategy* – Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges.

#3 *Privacy* – Safeguarding institutional constituents’ privacy rights and maintaining accountability for protecting all types of restricted data.

Emerging Technologies such as AI and Blockchain – New and emerging technologies will continue to mature and become in demand. Colleges need to leverage these new technologies if they wish to remain competitive. IT will need to be ready to support these emerging trends and may need to train existing staff.

Adopting emerging technologies is important in maintaining the College’s innovative reputation. Initiative 3.2 of the College’s IT strategic plan is concerned with the adoption of emerging technologies:

3.2 Plan and Support Adoption of Emerging Technology Trends – Continually evaluate the existing and anticipated technology needs of the College, and work collaboratively with the College community to procure technology solutions that best meet the College’s needs.

3.3 Peer Benchmarking

Table 1, on the following page, compares select staffing figures between SMC, peers, and EDUCAUSE averages for Associates colleges (institutions at which the highest level of degree awarded is an associate’s degree). The EDUCAUSE data comes from the 2017 Core Data Service survey. A total of 775 institutions participated in the survey.

The following institutions participated in BerryDunn’s benchmarking study for SMC:

- El Camino College
- Long Beach City College
- Mt. San Antonio College
- Pasadena City College

Table 1: EDUCAUSE and Peer Benchmarking Data Comparison

EDUCAUSE and Peer Benchmarking Data Comparison						
Staffing Metrics	Santa Monica College	El Camino College	Long Beach City College	Mt. San Antonio College	Pasadena City College	EDUCAUSE Core Data Service 2017 Survey
Total full-time equivalent (FTE) (students, faculty, and staff)	26,939	19,701	25,030	35,080	26,712	N/A

EDUCAUSE and Peer Benchmarking Data Comparison

Staffing Metrics	Santa Monica College	El Camino College	Long Beach City College	Mt. San Antonio College	Pasadena City College	EDUCAUSE Core Data Service 2017 Survey
Central IT FTEs ²	54	37.5	59.2	71.5	35	N/A
Central IT manager/director FTEs	7	3	5	7	4	N/A
Number of central IT staff FTEs per IT manager/director FTE ³	6.6	11.2	11.4	9.1	7	N/A
Central IT FTEs per 1,000 institutional FTEs	1.7	1.9	2.5	2.2	1.5	5.2
IT Support Services FTEs per 1,000 institutional FTEs	0.3	0.7	0.6	0.4	0.4	1.8
Information Systems IT FTEs per 1,000 institutional FTEs	0.5	0.6	0.7	0.6	0.5	0.8
Educational Technology Services IT FTEs per 1,000 institutional FTEs	0.7	0.1	0.6	0.5	0.1	0.6
Enterprise Infrastructure FTEs per 1,000 institutional FTEs	0.3	0.3	0.4	0.4	0.1	0.6
Communications Infrastructure FTEs per 1,000 institutional FTEs	0.1	0.1	0.1	0.1	0.1	0.3
Information Security FTEs per 1,000 institutional FTEs	0.1	0.1	0.1	0.1	0.1	0.2
Student Worker FTEs as a percentage of total central IT FTEs ⁴	10%	0%	5%	4%	9%	8%

² Includes vacancies; does not include student workers.

³ Does not include IT leader.

⁴ Assuming one student worker equals one-third FTE.

Takeaways

Comparative benchmarking analysis provides the following takeaways for the College:

- On average, SMC and its immediate peers have 51.4 central IT FTEs. SMC is closest to the average.
- On average, SMC has 6.6 direct reports per manager/director. However, the number of direct reports for managers at SMC ranges from 0 to 14. There is an opportunity to improve span of control. Reference Section 4.1.4.
- SMC has more educational Technology Services IT FTEs per 1,000 institutional FTEs than all of the peer institutions and EDUCAUSE average. This is because SMC has IT staff supervising labs. There are opportunities to change to adjust the responsibilities of these staff to add more value to the College. Reference Section 4.1.2.

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