Commission on Teacher Credentialing

Streamline and Strengthen the Accreditation Process (SSAP)

PROJECT CHARTER

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California Department of Technology
California Project Management Office

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1 Introduction

Currently, the Commission publishes a variety of reports containing data of interest to the public, program sponsors, local employing agencies, other state agencies, researchers, and other stakeholders. There are several state and federal mandated reports produced by the Commission (e.g., Teacher Supply Report, Teacher Misassignment Report, and Title II Reports). In addition to the mandated reports, the Commission also publishes a number of annual reports (e.g., the Examinations Passing Rate Report and the Services Credentials Report) as well as short briefs (e.g., Quick Facts, Statistic of the Month) to give a statewide perspective based on available data on different aspects of educator preparation in the state. Most of these reports generated are from the Commission's credential data system. There are other types of data collected from educator preparation programs through biennial reports and other documentation as part of the accreditation process. Within the overall accreditation process, the commission collects different sets of data during different phases during the seven-year cycle.

2 Purpose and Rationale

The above mentioned Commission reports contain both quantitative as well as qualitative data. Most reports include the prior year data as well as longitudinal aggregate data for the past five years. Data disaggregated by program sponsor, credential type, preparation pathway, teaching permits, and local employing agency for the prior year is provided generally within tables in the Appendices. However, the final reports are published in PDF format on the Commission's website. As a result, the data is not easily accessed and used by potential candidates, researchers, the media, and the public. In many cases, multiple reports must be accessed to gather disaggregated longitudinal data such as the number of teaching permits issued to a specific local employing agency over a five-year period or the number of Education Specialist Interns recommended by a particular program sponsor over a five-year period. These two data request examples that may be pulled from the lengthy pdf Appendices of the last five Teacher Supply Reports; however, a more comprehensive request about a program sponsor might result in accessing both multiple report years and multiple report types (e.g., Teacher Supply Report, Title II Report, Examination Passage Rates Report, and the Accreditation Report).

2.1 Business Problem / Opportunity

Moreover, the data used for these reports are not easily located within the current Commission website. An individual typically has to click through several webpages on the Commission's EPC 5G-2 June 2015 website to find what he/she is looking for. For example, to find the most recent year teacher preparation program enrollment data, the individual needs to know that the enrollment data is published as part of the Teacher Supply Report (TSR) and Title II Report. The individual has to navigate to the "Commission Reports" webpage and search for the recent TSR. Then the individual has to open the Reports Bookmarks to look for the heading "Enrollment" and then open that particular section of the TSR to access the enrollment data. If the enrollment data can be accessed by the Data Dashboards, the extra navigation on the part of the individual looking for enrollment data can be minimized.

In summary, access to data is difficult, not intuitive, and generating the necessary reports involves a lot of manual process and is time consuming. The CTC Website is not user friendly and needs some important security enhancements. The SSAP project is designed to address these problems.

2.2 Business Goals

In order for the current computer system to be used for an outcome based accreditation program assessment, it must be enhanced and strengthened to:

- Expand survey capabilities
- Capture additional data elements in a user friendly format
- Provide a more robust data structure

- Provide better tools for analytics and reporting
- Enhance system security
- Provide user-friendly mechanisms for sharing data with the public and other entities.

2.3 Strategic Alignment

The SSAP Project is consistent with the Commission's mission to ensure integrity, relevance, and high quality in the preparation, certification, and discipline of the educators who serve all of California's diverse students.

The proposed project aligns with the goals in the strategic plan **for Program Quality and Accountability** as follows:

- **Develop and maintain rigorous, meaningful and relevant standards** – The proposed solution will allow for an expanded and more robust data model that will allow for the capture of additional data elements needed to accommodate revised standards and expanded surveys.
- **Effectively and efficiently monitor program implementation and outcomes** – The proposed solution will help streamline and strengthen the accreditation process by focusing more on program outcomes, using common data elements to evaluate programs (e.g., surveys of graduates and employers, results of teacher and administrator performance assessments, rates of entry and retention in the profession), and to target investigations into areas of potential strength and concern in preparation.
- **Ensure effectiveness and efficiency of the Commission's accountability systems** – The accreditation system will be updated and streamlined to assure that it is focused on high leverage sources of qualitative and quantitative data about candidate and program outcomes.
- The proposed project aligns with the goals in the strategic plan for **Communication and Engagement** as follows:

  Maintain a clear and accessible web presence for ease of access to information – The proposed solution will allow for increasing the amount and scope of publicly-available information about the quality and outcomes of preparation programs to increase transparency within the Accreditation System, using, for example, a data dashboard for each accredited program that would contain a variety of data elements from multiple sources.

3 Project Scope Description

3.1 Project Goal(s) And Objectives

The objective of the Streamline and Strengthen the Accreditation Process (SSAP) project is to streamline and strengthen the accreditation system in order to collect additional data and shift the focus of the accreditation system from compliance to outcomes. This will help ensure the quality of educator preparation programs while also reducing the overall administrative burden of the system for both the state and for institutions that sponsor educator preparation programs.

The following table lists the project scope/objectives in order of priority

Priority	Project Scope and Objectives (Listed in order of priority)	Success Criteria
1	Creating a Data Dashboard, using Business Intelligence (BI) software	Deliver the dashboards as detailed in the RFO 15RFO003

2	CASE and CTC Online enhancements	Enhancements are made to the CASE and CTC Online systems to provide the data needed for the data warehouse and data dashboards.
3	CASE and CTC Online enhancements	Authentication for CTC Online Implemented
4	CASE and CTC Online enhancements	Enhancements are made to improve user friendliness and data accuracy of CASE and CTC Online
5	CASE, CTC Online and FileMaker data model and data cleansing	Deliver the Data Model as detailed in the RFO 15RFO003
6	Security enhancements – replace network security device F5	A new network security device is installed and implemented to protect CTC's PII data.
7	Successful upgrade or migration of the CTC WWW site to be hosted by OTech	Successful migration to a third party web-hosting service by June of 2017.
8	Web broadcasting equipment upgrade for providing end user training	A new web broadcasting system is implemented that provides the needs for web broadcasting for training users on the data dashboards.
9	Backup recovery system for all of the Commission's critical applications to be hosted by OTech	A backup of all of CTC's critical systems and data are available in CalTech's TMS.

3.2 Preliminary Scope Statement

Refer to the table on section 3.1 above for the list of project scope items.

4 Roles and Responsibilities

The following table describes the roles and responsibilities of key stakeholders

Role	Responsibility in Charter Preparation
Steering Committee	The Steering Committee consists of executive level client personnel from PSD, DPP, ETSS and Certification and is responsible for overall project oversight and outcomes. They work and serve the project to address and to ensure that the SSAP solution will complement the strategic vision of the project and the anticipated benefits are being realized from the implementation efforts. The Steering Committee is the decision-making body responsible for resolution of escalated SSAP Project issues and decisions
Project Sponsors	The Project Sponsors are responsible for: • Chairing the SSAP Executive Management Leadership Team to resolution for major risk, schedule, and scope issues concerning the project • Providing guidance and leadership to the Steering Committee on the execution of the project and its alignment to SSAP goals, objectives and requirements
SSAP Project Director	Under direction of the Executive Director, the SSAP Project Director provides project management direction, working with the Project Manager to resolve concerns, risks, and

	issues which could affect progress of the SSAP Project. The SSAP Project Director is responsible for achieving the objectives stated in the approved Project Charter and Feasibility Study Report (FSR). The SSAP Project Director ensures efficient and effective execution of the elements of the approved SSAP Project Management Plan, including: • Scope Management • Technology Configuration and Change Management • Cost Management • Human Resource Management • Quality Management • Communications Management • Risk Management • Issue Management • Schedule Management The SSAP Project Director works with SSAP Project Manager to approve changes, resolve issues and risks, and ultimately escalate concerns and decision recommendations to the Steering Committee. The SSAP Project Director is responsible for: • Attending the SSAP Steering Committee to ensure alignment with the goals and objectives of SSAP project • Based on recommendations of SSAP Project Manager, approving SSAP deliverables • Resolving issues that cannot be resolved by the SSAP Project Manager and reporting to the Steering Committee on unresolved issues • Reviewing mitigation strategy and participate with SSAP Project Manager to mitigate risks • Working with IPOC consultants to provide them with an understanding of the structure and status of the project and to support their analysis of risks, issues and other areas of focus • Informing on a regular basis the Steering Committee of project status
SSAP Project Manager	The SSAP Project Manager provides day-to-day management and direction of the SSAP project. The SSAP Project Manager is responsible for the following: • Directing, managing, and monitoring the work being undertaken by the project staff according to the approved policies, methodologies, processes, and standards for the SSAP Project • Providing guidance and support to the SSAP Project Staff • Collecting and organizing project status information • Providing communication Project Director on all aspects of the project • Reporting status for scope, schedule, and cost • Actively monitoring and mitigating risks and issues • Proactively working to identify issues and follow-up to confirm the associated action plans are being executed in a way to address the impact to the project • Reviewing and responding to information being provided to the various stakeholders, including the IPOC, and any other stakeholders. • Coordinating with CTC managers to support execution of the project • Monitoring and verifying that all information related to the CTC Project is consistent, correct, accurate, and timely • Monitoring project participants and user involvement • Managing the requirements traceability process through the life of the project and confirming that requirements remain stable throughout the SSAP Project.

SSAP Solution Architects & Delivery Consultants	SSAP architects and Delivery Consultants work closely with the stakeholders to design and build the product, address the requirements traceability and assist in product testing cycles. Individual architects and analysts have similar ability as SSAP SMEs etc. to escalate scope concerns to the SSAP Project Manager and subsequently to the SSAP Project Director as defined in the scope change control process.
California Department of Technology (CTA) IPOC	The California Department of Technology (CTA) has statutory authority over IT strategic vision and planning, statewide enterprise architecture, statewide policy, project approval and oversight. The responsibilities of CTA are to review, approve, and monitor IT project investments. CTA also performs the Independent Project Oversight Consultant (IPOC) function on the SSAP Project. The role of the IPOC is to perform independent, monthly assessments of project management activities to identify areas that may need improvement to better facilitate project success. Responsibilities of the IPOC include but are not limited to the following: • Review and evaluation of project management deliverables, including quality assurance, project management, risk management plans, and supporting activities for compliance with standards, processes, and procedures • Independent risk assessments and performance monitoring through the use of project metrics (e.g. earned value metrics, software testing metrics) • Independent evaluations of the project schedule and reports offering recommendations to the project • Monitoring, reviewing, and advising the project team on all risk related activities
Change Control Board (CCB)	The Change Control Board members consist of leadership from the following groups: • SSAP Project Manager • SSAP Project Director • SSAP Consultant Architect • CTC Technical Manager • SSAP Consultant Engagement Leader • CTC Business Analysts This team is responsible for: • Reviewing change item candidates and assuring proper documentation has been provided to move the item to a decision • Providing direction and escalation for decisions that cannot be decided among the change control board members • Assuring documentation for the change item is properly documented and closed according to the outlined process

5 Approach

5.1 Project Approach

CTC's proposed solution will be designed to strengthen the Commission's capacity to develop, organize, and retrieve information from surveys, assessments, and other sources so that reliable and consistent data are available to support decision making in accreditation, and so that the current emphasis on excessive documentation requested from and/or submitted by programs for accreditation purposes will be greatly reduced.

The proposed SSAP solution contains the following components:

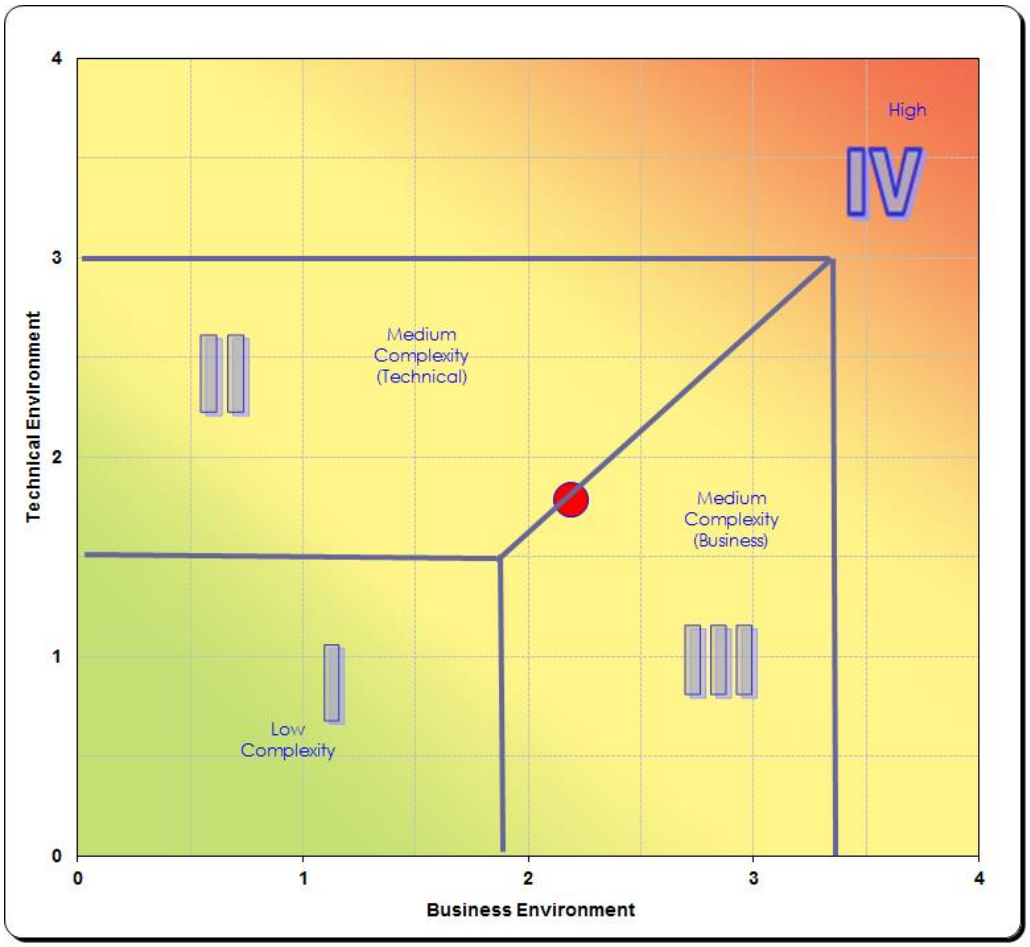
Priority	Project Components
1	Creating a Data Dashboard, using Business Intelligence (BI) software
2	CASE and CTC Online enhancements to provide the data needed for data warehouse and dashboards
3	CASE and CTC Online enhancements User authentication for CTC Online for educators
	CASE and CTC Online enhancements to improve user friendliness
5	CASE, CTC Online and FileMaker data model and data cleansing
6	Security enhancements – replace network security device F5
7	Successful upgrade or migration of the CTC WWW site to be hosted by OTech
8	Web broadcasting equipment upgrade for providing end user training
9	Backup recovery system for all of the Commission's critical applications to be hosted by OTech

CTC will use Business Intelligence (BI) software for creating the data dashboard.

The additional solution components involve functional and security enhancements to existing systems, developing a more robust data model and transformation of existing data, and utilizing OTech services for CTC WWW site hosting and technology recovery. CTC will utilize contractors for development of system enhancements and the improved data model.

All nine of these components are necessary in order to ensure the success of the SSAP project, and ensure successful implementation of the improvements needed for the Accreditation system.

Based on the CAPMM complexity assessment tool, this project has been assessed as a medium complex project



5.2 Assumptions

Major project assumptions include:

- CTC will define the data schema, data standards and data interfaces necessary to implement the solution
- Project funding will be available throughout the project lifecycle
- Functional requirements will not substantially change during the project
- Higher priority projects will not impact the schedule or resource requirements
- The California Project Management Methodology (CA-PMM) will be utilized
- A contract systems implementer and developers will customize the SSAP solution for and in collaboration with the Commission. The appropriate system implementation methodology will be determined through joint discussions between CTC and the vendor, and will comply with CTC and State standards.
- CTC technical experts will be available to participate in the project at appropriate phases
- The procurement and contract execution process will occur in a timely manner to ensure that the project can be completed within the approved timeframes.
- Negotiations with contractors will result in a budget similar to the estimates provided in this proposal
- Program staff from CTC will 'take ownership' and 'buy into' the new system
- The project will obtain Control Agency (Department of Finance and Department of Technology) approvals

5.3 Constraints

- Financial constraints: CTC has not been approved for ongoing funding or for continued support of this project after implementation is complete.
- Staffing Constraints: CTC does not have staffing approved for continued support and improvements of the project after implementation of the project.
- Legal and public policy constraints (such as confidentiality, security and privacy, the Freedom of Information Act, the Information Practices Act, the California Public Records Act, the State Records Management Act, or other legislatively mandated requirements) - Legal and public policy constraints include the Information Practices Act, the Public Records Act, and the State Records Management Act as applicable to the Commission. In addition, there are also sections of the Education Code that are applicable to the Commission's records (sections 44230, 44248, and 44341).

	Resources	Schedule	Scope
CONSTRAINED (Cannot change)	X		
ACCEPTED (Could be changed)		X	X
IMPROVED (Can Be Changed)			

- Resources are constrained because there is no additional staff projected in the Commission's work plan that will be available to work on this project, and no additional funds available to procure resources other than the consulting resources already planned.
- Although getting improvements made to the accreditation system is of vast importance, the project schedule could be delayed if necessary to provide a quality product.
- Scope for the SSAP project also has some flexibility to allow for changes that would provide a quality product for improving the accreditation process.

5.4 High-Level Preliminary Risks

- Risk: Potential risks that may occur during a project to implement the proposed solution
- Probability: Likelihood of the risk occurring (1= low, 5=high)
- Potential Impact: The severity of the impact (1=low, 5=high)
- Mitigation Plan: Actions CTC may take to minimize the potential of the risk occurring

Risk Description	Cause	Consequence	Probability	Potential Impact	Mitigation Plan
Development work for CASE and CTC Online, and for data model, may not start on time	There may not be enough qualified vendors bidding on the project	Schedule start could be delayed	1	2	Schedule sufficient time for vendor procurement and ensure that requirements are clear in the solicitation
Design and development task durations and quality may be impacted from lack of SME availability	CTC staff do not have sufficient time to work with the vendor	Project completion dates and deliverable quality may be impacted	1	2	Prioritize staff responsibilities to align with project schedule
Lack of subject matter expertise could impact and/or delay vendor deliverables	A key project team member is no longer on the project	Project completion dates and deliverable quality may be impacted	1	1	Conduct cross training & knowledge transfer between team members
End user interface does not meet requirements	There is poor interface with end users	Potential rework may impact project schedule	1	3	Allow sufficient time in the project schedule for development and review of requirements
There are not enough resources and time to accommodate scope changes	There is a change in scope	Project completion date could be delayed	1	3	Implement and strictly enforce change control procedures
Insufficient vendor resources and/or expertise impact vendor deliverable completion	A vendor is unable to implement the project within the project timeline	Project completion date could be delayed	1	3	Involve the vendor in the planning phase to ensure that the right resources are assigned to the project
Unforeseen complexity or challenges with design and/or implementation arise during the course of the project	The design and/or implementation challenges of the project cause problems/delays	Project completion date could be delayed	2	3	Ensure that issue and risk management procedures include clear escalation path to involve key stakeholders and decision makers early on as issues arise or as risks materialize

Commission approval required for awarding the contract to the vendor selected for Phase II - Stage I Create Data Dashboard RFO	There is not enough time to finalize the RFO, gather all the requirements and make a vendor selection within the next (August 27th, 28th) commission meeting.	Project start could be delayed	2	3	Darren will work with Legal and CEO to get an approval for a contract at the August commission meeting.
CTC currently do not have authorization to publish CDE employment Data (Professional Assignment Information of Teachers).	Currently there is no MOU between CTC and CDE.	The commissioners would like CTC to do longitudinal analysis of educators. Without CDE data it is not possible. Also, CTC may not be able to publish CDE data without an agreement.	3	3	Have a MOU between CDE and CTC
OTEC may not meet the time and functional requirements for Upgrade/Migration of CTC WWW Site	OTEC is in the process of piloting their Web solutions, and they may not be ready to start the upgrade and migration of CTC website on time. OTEC's solution may not accommodate existing CTC website technology and functionality.	This will cause delays to the implementation of the Data Dashboards, and Case and CTC Online enhancement systems.	4	2	Find an alternate content management system/ Web service host provider. Funding will be covered from savings in other parts of the project. Else the Data Dashboards will need to be hosted in the existing system.

5.5 Summary Milestone Schedule

Milestone	Forecast End Date
Phase II Stage I Create Data Dashboard	6/30/2016
Phase II Stage II Create Data Dashboard	6/22/2017
Phase III Stage I CASE & CTC Online Enhancements	6/23/2016
Phase III Stage II CASE & CTC Online Enhancements	6/15/2017
Phase IV Security Enhancements-Replace F5	9/30/2015
Phase V Upgrade/Migration of CTC WWW Site	6/29/2016
Phase VI Backup recovery system	6/22/2016
Closeout	7/28/2017

5.6 Resource Forecast

ROUGH ORDER OF MAGNITUDE (ROM) ESTIMATED BUDGET

Fiscal Year	2014/15	2015/16	2016/17	2017/18	TOTAL
One-Time Cost	111,591	3,976,719	1,932,964	38,813	$6,060,087
Continuing Costs	0	0	0	411,347	$ 411,347
TOTAL PROJECT BUDGET		$3,976,719	$1,932,964	$450,160	$6,471,434

ANTICIPATED FUNDING SOURCES

SSAP Project is funded through one time general funds.

STAFFING ESSENTIALS

The specific roles and responsibilities associated with the Project have been identified by CTC. The actual names of project staff is included in the SSAP Org Chart. Some staff and consultants may move in and out of the project over time. The SSAP Project Manager will be responsible for updating the SSAP Project Org Chart on SharePoint with any SSAP staff changes. The SSAP Project Schedule will be fully resource loaded and contains tasks that are either fully owned by CTC, by Consultants, or both. Tasks contain resource names to indicate that is/are accountable to get the task completed. Actual staff assignments to tasks will be managed by the Project Manager and Project director in association with the SSAP project team based on task specifics, task priority, resource fit, and resource availability.

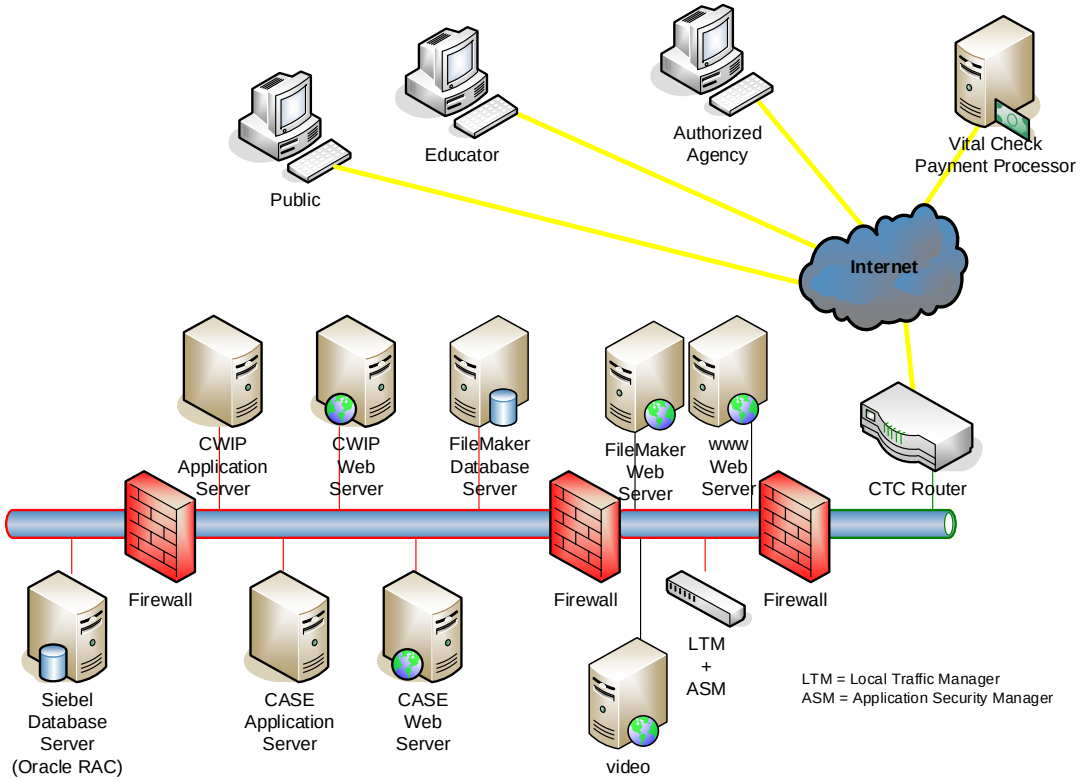
KNOWN SOURCES OF TECHNICAL INFORMATION

Listed below are considerations for the technical environment within which the proposed solution will be implemented:

- **The expected operational life of a proposed solution**
  - Hardware – Replaced every 5 years
  - Software maintained and kept up to date - Ongoing
- **The necessary interaction of a proposed solution with other systems, Agency/state entity programs, and organizations (such as sharing of information or intergovernmental data exchange) -** Program information in FileMaker databases, Assignment Monitoring systems in FileMaker databases, CASE and CTC online data in Oracle database with Siebel CRM, California Department of Education (CDE) CALPADS data.
- **State-level information processing policies, such as the enterprise system strategy -** The system must comply with all federal and state information processing and security laws, rules, regulations and policies.
- **Agency/state entity policies and procedures related to information management** – The Commission's Computer Security and Usage Policies apply to the current and future environment. The Commission must comply with applicable State information technology policies (e.g., SAM, SIMM, NIST, etc.).
- **Anticipated changes in equipment, software, or the operating environment -** The Siebel CRM systems are being moved from stand-alone servers to a virtual server environment.

- **Availability of personnel resources for development and operation of information management applications, including required special skills and potential recruitment –** Personnel resources required for Accreditation IT staff include:
  - Staff Programmer Analyst (Specialist)
    - Structured Query Language (SQL) programming
    - Data linking duties
    - Data planning
    - Technology evaluation and consulting
    - Data management policies
  - Staff Information System Analyst (Specialist)
    - Database administration (Oracle BI)
    - Data planning
    - Data linking duties
    - Technology evaluation and consulting
    - Data management policies
- The following diagram illustrates the existing infrastructure for the Commission's accreditation system:

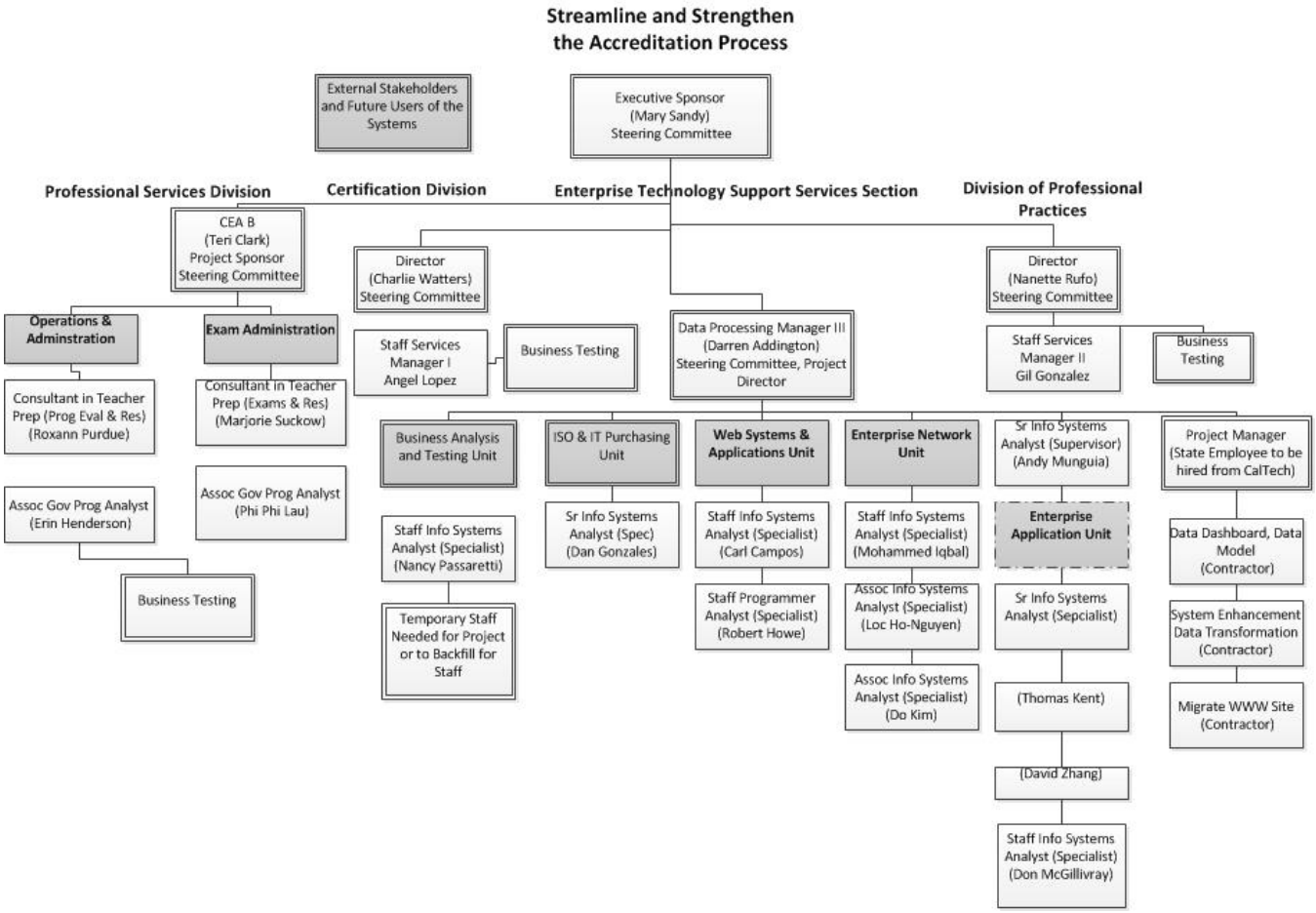
CTC Network Diagram
(current)



Note: CTC currently doesn't have DMZ server behind the F5. During the implementation of the SSAP project, all servers will be placed behind the F5 to enhance security

6 Organization

6.1 Project Org Chart



6.2 Project Governance

The Purpose of Governance is to provide for process and structure within the SSAP Project that will enable effective decision-making. This section addresses the structure, roles and responsibilities of governance participants, and the decision-making authority and processes.

SSAP Project decision escalation is managed through a designated governance structure. This Governance Structure is approved by CTC and resources to perform the roles outlined in this Governance Structure will be maintained at all times by the SSAP Project.

The foundation of SSAP Project Governance is to make decisions at the lowest-level possible in the Governance structure. This ensures timely decision-making, which is necessary for the SSAP Project to achieve its schedule objective. However, it is evident that many SSAP Project decisions could significantly impact the greater CTC organization. Decisions made in the governance structure below the Steering Committee level are considered "Decision Recommendations" until confirmed by the Steering Committee. This SSAP Project Governance structure is intended to

provide escalation of issues and decisions to the level necessary for appropriate visibility of impact to the CTC organization.

When a decision recommendation cannot be made at the lowest level in the Governance structure, the decision recommendation item is escalated progressively upward through the Governance structure to achieve the necessary decision in context of its impact to the CTC organization. Decision recommendations made at the lower levels in the Governance structure are communicated up to the Steering Committee for confirmation.

6.3 Stakeholder Register

Refer to table on section 4 (Roles and Responsibilities) for the list of key stakeholders and their roles and responsibilities.

6.4 Related/Dependent Projects

NA

6.5 Dependencies

NA