PASSPORT
Student Administration Project
Readiness Assessment #1
January 7-14, 2008

Background

Between January 7, 2008 and January 14, 2008, a readiness assessment survey was administered to the Peralta CCD. The survey was administered through Survey Monkey. A hard copy is available for review as an attachment to this report.

There were 183 responses to the survey. Of these 117 were faculty, 64 were staff and 2 were students. More details regarding the demographics of the survey are included at the end of this report.

Conclusions and Recommendations

More communications: additional communications is necessary to help people understand more about the changes this project will make to work processes. While nearly 50% of the respondents say they do understand these changes nearly 40% say the do not, or that it is too early to tell. Fully 52% say they do not understand the impact of Passport on their day-to-day jobs. Given that we are 10 weeks from go-live, greater communications needs to take place. Some specific ideas for greater communications:

1. General communications and awareness to spur people’s interest:
   o Banners – one to two per college
   o Bookmarks – for faculty to give to students (will create a need to learn more with faculty).
   o Pins – Lapel pins for the project team, and all stakeholders
   o Flyers – to put in mail boxes and spread around campus

2. Specific departmental communications, all have been done once, but more would increase awareness:
   o Academic Senate
   o Academic Departments
   o Classified Senate
   o VPI staff meetings with Deans
   o Other Department and staff meetings

The attached chart, “Personal Commitment,” shows that personal motivation to learn more about PASSPORT is fairly strong, and relatively greater than people’s current understanding of the change, or impact of the change in their jobs. This suggests that people will positively respond to education and training opportunities. There are two other conclusions that can be drawn:

   o The faculty’s overall motivation appears to be high – a fact that is good to know in the face of anecdotal information we’ve gathered.

   o Though not statistically significant, the difference between personal motivation and peer support suggest that one’s personal motivation is more important to the success of the project than one’s peers.
Greater top down involvement is important to the success of this project. When asked about management support for the project, 50% felt it was lacking, or said it was too soon to tell. Almost half of the respondents said that it was too soon to tell if decision makers are adequately representing their views. Over half (53%) either agreed that work demands would interfere with implementing the change – or that it is too soon to tell. People who are impacted by this change need to understand that work necessary for the success of the project is a priority. Leaders should be held accountable for the results of this project. On January 17, we submitted these recommendations to the college presidents:

1. Put PASSPORT on all of your staff meeting agenda’s through April. Have your delegate (VPSS or other) report on the progress of the project – each week. Ask them to present the scorecard in your meetings.
2. Ask anyone in any role on any BRT about the project and their role. Ask about issues they need help to resolve.
3. Allocate resources to the project. Ensure your delegates have time to perform this work. Remove barriers to their performance by establishing a clear priority to this work. Encourage them to figure out how to delegate important on-going work to others.
4. Related to this, put aside other new ideas until after April. Don’t clutter their desks and minds with other things that come up.
5. Support the PASSPORT orientation on February 14 by minimizing your administrative operations for the day.
6. Show the video in any forum where stakeholders are present. Ask your project delegates to present an overview of the project in these forums.
7. Participate in SMT reviews that the project team has developed for you. You had asked for these – use this as an opportunity to learn about the team’s activities, and more importantly, how things will change for you and your organization.

The attached chart, “Leadership Support,” shows where we have strong leadership involvement and where we have opportunities for improvement. The district’s scores for these three questions is
statistically significantly higher than the colleges. This is expected since the district is driving the project, and therefore has a greater understanding of its concept and importance.

Generally, this chart underscores the conclusions and recommendations above. There is a need for greater exchange with people to ensure they are heard and greater involvement by leaders to ensure that resources are properly applied. Lancy College has one score that is statistically significantly low, “Decision makers represent my views.”
APPENDIX

Survey Data Summary

This section summarizes key information from the survey that supports the conclusions and recommendations above. Numbers do not total 100 due to those answering "Neutral." As indicated above, there are a few areas where there is a statistically significant difference between staff and faculty responses; where this is the case, those differences have been noted in the table below.

All respondents

"I understand what the Passport project is going to change at Peralta."
- 48% agree
- 19% do not understand
- 20% say it is too soon to tell

"The viability of Peralta requires that we make changes, like implementing Passport."
- 55% agree
- 2% disagree
- 36% say it is too soon to tell (12% of the staff and 34% of the faculty)

"I understand the impact of using Passport in my day-to-day job."
- 35% agree
- 27% disagree (15% of the staff and 33% of the faculty)
- 25% say it is too soon to tell

"I am personally motivated to become involved with and use Passport."
- 61% are
- 3% are not
- 24% say it is too soon to tell

"My peers will support using Passport in our daily jobs."
- 39% agree
- 7% disagree
- 39% say it is too soon to tell (29% of the staff and 45% of the faculty)

"My own manager shows strong support for Passport and the changes it will make."
- 33% agree
- 8% disagree
- 42% say it is too soon to tell (29% of the staff and 50% of the faculty)

"The people involved in making decisions for this project adequately represent my views."
- 24% agree
- 11% disagree
- 45% say it is too soon to tell (27% of the staff and 55% of the faculty)

"Peralta leadership is willing to support the changes with necessary time, attention and resources."
- 29% agree
- 19% disagree
- 34% say it is too soon to tell (24% of the staff and 40% of the faculty)

"My daily work demands should not interfere with implementing changes resulting from Passport."
- 39% agree
- 15% disagree
- 31% say it is too soon to tell
"There are significant opportunities to improve our work processes at Peralta"
66% agree
9% disagree
17% say it is too soon to tell

Survey Comments
Out of the 163 responses, 61 or 33% provided written comments about the project. Below is a summary of comments, after they were categorized.
- 30 – Have not received enough information yet (22 faculty, 8 staff). The 22 faculty respondents are evenly spread across colleges
- 12 – Suggest that is important to provide adequate training
- 1 – Want to know that support is in place
- 4 – Generally positive comments about the project team or the project
- 7 – Suggestions about how the project is or should be run
- 3 – Made specific comments about functionality
- 4 – Had suggestions or comments about change management

Survey Demographics

<table>
<thead>
<tr>
<th>In which college are you working?</th>
<th>Response</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkeley City College</td>
<td>22.4%</td>
<td>41</td>
</tr>
<tr>
<td>College of Alameda</td>
<td>14.8%</td>
<td>27</td>
</tr>
<tr>
<td>Laney College</td>
<td>25.7%</td>
<td>47</td>
</tr>
<tr>
<td>Merritt College</td>
<td>28.4%</td>
<td>32</td>
</tr>
<tr>
<td>Peralta District Offices</td>
<td>8.7%</td>
<td>16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are you working on the PASSPORT project directly and/or with a Business Readiness Team?</th>
<th>Response</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10.9%</td>
<td>20</td>
</tr>
<tr>
<td>No</td>
<td>99.1%</td>
<td>163</td>
</tr>
</tbody>
</table>

Select the role that you play within Peralta. If you play more than one role, select the one that you most often play.

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>1.1%</td>
<td>2</td>
</tr>
<tr>
<td>Faculty</td>
<td>63.9%</td>
<td>117</td>
</tr>
<tr>
<td>Staff (please specify, e.g. Admissions)</td>
<td>35.0%</td>
<td>64</td>
</tr>
</tbody>
</table>
**PASSPORT - Change Readiness Assessment**

**1. Change Readiness Assessment**

SURVEY CLOSES MONDAY, JANUARY 14, 2007 AT MIDNIGHT

This Change Readiness Assessment contains a series of statements about organizational capabilities that are required for the successful implementation of PASSPORT.

We have included three demographic questions. These will enable us to address issues or risks in a more targeted fashion to ensure the project's success.

We are seeking your assessment of our progress in preparing the organization for the PASSPORT implementation. Use the scale below to respond to each statement in this survey.

Just a final note - Training plans are currently under development. Training is slated to begin in March and continue through May. Stay tuned to the PASSPORT project website for training schedules and progress.

*1. In which college are you working?*

- Berkeley City College
- College of Alameda
- Laney College
- Merritt College
- Peralta District Offices

*2. Are you working on the PASSPORT project directly and/or with a Business Readiness Team?*

- Yes
- No

*3. Select the role that you play within Peralta. If you play more than one role, select the one that you most often play.*

- Student
- Faculty
- Staff (please specify, e.g. Admissions, Bursar's office, Finance, etc.)

*4. Awareness of the impact of the changes that PASSPORT is introducing:*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Can't answer at this point</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand what the Passport project is going to change at Peralta.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>The viability of Peralta requires that we make changes, like implementing Passport.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>I understand the impact of using Passport in my day-to-day job.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>
PASSPORT - Change Readiness Assessment

* 5. Change Leadership - your sense of how employees view Peralta’s collective capability to successfully implement PASSPORT.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Can’t answer at this point</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am personally motivated to become involved with and use Passport.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My peers will support using Passport in our daily jobs.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>My own manager shows strong support for Passport and the changes it will make.</td>
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</tr>
<tr>
<td>The people involved in making decisions for this project adequately represent my views.</td>
<td></td>
<td></td>
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</tbody>
</table>

* 6. Capacity for change - The degree to which other projects, initiatives, or daily work demands might impact your ability to successfully implement the changes resulting from this project.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Can’t answer at this point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peralta leadership is willing to support the changes with necessary time, attention and resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My daily work demands should not interfere with implementing changes resulting from Passport.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are significant opportunities to improve our work processes at Peralta.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Please add any comments you would like to share about the PASSPORT project.
2. Thank you!

Thank you for taking time to fill out this assessment. Your feedback will help ensure that PASSPORT is successful.

8. As our thank you for taking the time to answer this survey, we will add your name to a drawing for a free gift. Of course, this is optional, and your responses to the survey will remain confidential. Please put your name in the box below to add your name to the drawing.
PASSPORT
Student Administration Project
Go-Live Readiness Assessment
March 10-26, 2008

Background

Between March 10, 2008 and March 25, 2008, a “Go-Live” readiness assessment survey was administered to the Peralta CCD. The survey was administered through Survey Monkey. A hard copy is available for review as an attachment to this report.

104 Peralta employees responded to the survey. The following conclusions and recommendations are based on an analysis of survey results of respondents from all colleges and areas of employment within of Peralta CCD. Some relevant demographic comparisons, conclusions, and recommendations are also included.

Conclusions and Recommendations

Awareness and desire for change is positive:

1. The vast majority of respondents said they understand the changes that PASSPORT will have on Peralta, including the impact PASSPORT will have on their day-to-day job. The vast majority also indicated a strong support from employee, peer, and managerial staff at Peralta. The survey results indicate an overall increase in awareness, desire, and support for change since January. (Based on a comparison with January’s Readiness Assessment results).

2. Data: 72% of the respondents say they do understand what PASSPORT is going to change at Peralta. This is a 22% increase since January.

3. Positive efforts to increase and/or improve communication should be continued.

More communication is needed around training:

4. Several respondents’ comments indicate concern and confusion about training times and dates. (See ‘comments’ in survey report)

5. 19.4% of respondents have begun and/or completed training and 34.3% are scheduled for training. However, 40.7% are not scheduled for training and 6.5% are not aware of training.

6. While 72% respondents said their manager supports their need to attend training, the fact that over 40% are still not signed up for training is a concern considering we are scheduled to go-live this week. We need to determine:
   a. Who still needs training?
   b. How can we ensure they get scheduled in trained in a timely manner?
Confidence in Passport ‘go-live’ success is mixed:

1. 28% of respondents said they are confident PASSPORT ‘go-live’ will be successful, while 30.6% said they were neutral. 20.4% said they could not answer at this point.

2. Respondents’ comments indicate that primary concerns are 1) lack of and/or timing of training and 2) management’s past experience in handling system implementation.

3. More communication and/or training is recommended to increase employee confidence that ‘go-live’ will be successful.

Employee concerns regarding Senior Leadership Management of PASSPORT

1. While 41.7% said they are confident Peralta Senior Leaders will keep PASSPORT project a high priority, 25.9% were neutral.

2. Many comments from respondents indicate concern about Management’s past handling of project implementation and change. References were made to following past projects when concerns were expressed:
   a. People Soft
   b. FROMPT
   c. Campus Works

3. Specific concerns expressed in comments included:
   a. Management’s ability to follow through on project implementation.
   b. Management’s poor judgment and decision-making regarding system wide changes.

4. Recommendations include:
   a. More communication from Senior Management about the differences between the handling of PASSPORT compared with other projects that were not successful.
   b. Careful planning to ensure on-going communication, training, and support for project success.

Specific questions/concerns expressed in respondents’ comments:

1. Enrollment concerns:
   a. How will students be informed to contact the assessment/orientation office after enrolling on-line? Concern is with new students.
   b. Will students be able to use PASSPORT to enroll in summer classes? Will they know how to use the system in time to enroll? How?

2. Training concerns:
   a. How will managers get hands-on training?
   b. How will research and planning officers be trained?
   c. Who do I call about training?

3. Management concerns:
   a. Will management follow through on the plan?
   b. Is there a plan B in case PASSPORT does not work as planned?
   c. Will there be on-going support to help PASSPORT run smoothly?
4. Other specific concerns:
   a. Will PASSPORT be set up for people with disabilities?
   b. Will PASSPORT be set up for use in the tutoring center?
   c. Will there be enough computers to use PASSPORT?

Conclusions and Recommendations based on Demographic comparisons, followed by related comparative data.

1. Alameda is a ‘risk’ to overall PASSPORT success. More communication, training, support, and leadership needed at Alameda.

2. Employees from the District Offices have more motivation, support and confidence in PASSPORT overall. Spreading this support and confidence among all campuses is recommended.

3. Employees in the area of Counseling have received more training than on average. They also indicate more motivation, support, and confidence in PASSPORT overall. Further inquiry into the reasons for the higher percentage of positive feedback from Counseling may help determine ways to help other areas be more successful.

4. NOTE: 76% of respondents from the Office of Instruction said they are not scheduled to attend PASSPORT, compared with 49% on average. Immediate inquiry into this gap is recommended to ensure necessary training within this department.

Related Comparative Data:

Results from District Offices compared with all colleges combined

1. Personal Motivation to become involved with and use PASSPORT is higher at the District Offices than on average (88% vs. 79%).
2. Confidence that PASSPORT ‘go-live’ will be successful is significantly higher at the District Offices than on average (53% vs. 28%).
3. Confidence that Senior Leadership will support PASSPORT during and after implementation is significantly higher at the District Offices than on average (60% vs. 41 % overall).

Results from Laney compared with all colleges combined

1. More from Laney have completed or are scheduled for training than on average (58% vs. 49%). However:
2. Employees from Laney are notably less confident in a successful PASSPORT ‘go-live’ than on average (12% vs. 28%).
Results from Alameda compared with all colleges combined

1. Fewer have completed training or are scheduled for training at Alameda than on average (36% vs. 49%).
2. 51% of respondents from Alameda are not signed up for training, compared with 40% on average.
3. Alameda has the largest percentage of people who said they were not aware of PASSPORT training (12.1%).
4. Personal Motivation to become involved with and use PASSPORT is lower at Alameda than on average (64% vs. 79%).
5. Confidence that PASSPORT ‘go-live’ will be successful is significantly lower at Alameda, compared with all colleges combined (9% vs. 28%).

Results from employees in Counseling compared with all areas of employment

1. More people in counseling have completed training and/or are scheduled for training than on average (88% vs. 49%).
2. Personal Motivation to become involved with and use PASSPORT is higher among employees in Counseling than on average (88% vs. 79%).
3. Confidence that PASSPORT ‘go-live’ will be successful is significantly higher in with employees in Counseling than with employees overall (47% vs. 28%).
Background:

This is a report based on the Student Experience Surveys completed by 332 students who enrolled before April 21. The report includes a summary of survey results followed by a list of common problems students expressed regarding their use of PASSPORT.

This is the first of a sequence of survey reports; it serves as a baseline for future assessment, analysis, and recommendation. Two more surveys are currently planned, one for those who enrolled between April 22 and April 28, and another for those enrolling after April 29. This is the day open enrollment begins.

Student Experience Survey (through April 21)

Summary of Survey Results:

1. Most students said they were not informed about how to use PASSPORT before they enrolled (38.5% said they were, 61.5% said they were not).

2. More students said they learned about how to use PASSPORT by the college’s website (49%), than by any of the following options: Peralta faculty, staff, or administrator (25%), student ambassador (8%), Passport to Spring Break (9%), or other (29%). The majority of those who marked other specified that they received notification through the mail.

3. The vast majority of students said they were able to enroll by themselves (78%).

4. Problems using PASSPORT: More than half of students who responded said they experienced problems while enrolling (53% said they did, while 46% said they did not). The majority of those who had problems said they were able to solve the problem(s) by themselves (53%). Others got help from an Admissions and Records employee (27%) or elsewhere. Over 80% said they were able to solve the problem one way or another. (All 173 students who said they experienced problems specified the nature of the problem. A summary of the common problems follows).

5. The majority of students rated their overall experience using PASSPORT as successful (53% successful, 18% moderately successful, and 29% with difficulty).

6. More students said they prefer PASSPORT to the previous system (38% vs. 35%).

Problems students experienced:

Comments summary is below. This list is in the order of the frequency of occurrence of comments. These summary comments represent all 178 comments that students offered regarding problems they had using Passport.

1. The interface is not user friendly.

2. Instructions on how to enroll were not clear.

3. The following links were hard to find or hidden:
   a. How to enroll
   b. How to find schedule of classes by college
   c. How to find the student center or self-help center

4. The new password and ID was difficult to find, use, or remember.

5. Enrolling in more than one class was confusing. (“Next” should say, “add.”)

6. Transcripts were hard to find and/or created blocks to enrollment that students were not able to resolve on their own. (E.g. probation, past grades, wrong grades).

7. System or server was slow and/or inconsistent.

8. Enrollment with PASSPORT took longer than with the previous system (30-45 min. vs. 10 minutes).
Conclusion and recommendation:

Most problems students experienced regard navigation of the website and did not prevent successful enrollment. Changes to make interface more "user friendly" will improve the overall student experience. Several changes are now in place. More changes to the student center are planned.
Background:

We have planned to conduct three separate Student Experience Surveys. This paper documents the results of survey #2. It highlights significant changes and consistencies compared to results from survey #1. For context, the table below outlines the survey strategy.

<table>
<thead>
<tr>
<th>#</th>
<th>When Students Enrolled</th>
<th>Type of Student</th>
<th>Number of Respondents</th>
<th>Portal or Application Changes Since Last Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Up through April 21</td>
<td>Continuing</td>
<td>332</td>
<td>Baseline</td>
</tr>
<tr>
<td>2</td>
<td>April 22 – April 28</td>
<td>Continuing</td>
<td>120</td>
<td>Better instructions for using the portal and the student center</td>
</tr>
<tr>
<td>3</td>
<td>After April 29</td>
<td>New</td>
<td>Not yet administered</td>
<td>Portal and student center changes (not yet implemented as of May 8)</td>
</tr>
</tbody>
</table>

The following conclusions and comparisons of the two groups are based on percentages.

**Significant changes in results (percent of responses) between Survey #2 and Survey #1.**

1. More students enrolled by themselves (90% vs. 78%).
2. Fewer students experienced problems while enrolling (39% vs. 53%).
3. More students were able to solve the problem by themselves (77% vs. 53%).
4. More students rated their overall enrollment experience as successful or very successful (67% vs. 53%).
5. More students indicated that Passport is better than the other system (50% vs. 38%).

**Notable consistencies in survey results between Survey #2 and Survey #1.**

1. In both groups, approximately 60% of the students were not informed about how to use PASSPORT prior to enrolling.
2. In both groups, the comments students made regarding problems they experienced while enrolling had to do with navigating the system. (See frequent comments listed on Survey Report #1)
3. The vast majority of those who experienced problems while enrolling were able to solve the problem one way or another (80% in both groups).

**Conclusion and Recommendations**

The student enrollment experience has significantly improved since April 22. However, more work is required for Peralta to improve the student’s experience. We recommend the following:

1. Implement the agreed upon portal and student center changes.
2. Improve the instructions (emails) students receive, specifically outlining the steps they will take to enroll and how they will receive their Peralta email address.
3. Conduct student enrollment experience “focus group” to determine remaining key issues.
PASSPORT Student Experience Survey, Report #3

Background:

We have planned to conduct three separate Student Experience Surveys. This paper documents the results of survey #3. It highlights significant changes and consistencies compared to results from survey #1. For context, the table below outlines the survey strategy.

<table>
<thead>
<tr>
<th>#</th>
<th>When Students Enrolled</th>
<th>Type of Student</th>
<th>Number of Respondents</th>
<th>Portal or Application Changes Since Last Survey</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Up through April 21</td>
<td>Continuing</td>
<td>332</td>
<td>Baseline</td>
</tr>
<tr>
<td>2</td>
<td>April 22 – April 28</td>
<td>Continuing</td>
<td>120</td>
<td>Better instructions for using the portal and the student center</td>
</tr>
<tr>
<td>3</td>
<td>May 12 - May 19</td>
<td>New</td>
<td>170</td>
<td>Portal and student center changes</td>
</tr>
</tbody>
</table>

The following conclusions and comparisons of the three surveys are based on percentages.

Significant changes in results (percent of responses) between Survey #3, #2 and #1.

1. More students enrolled by themselves (87% and 90% vs. 78%).
2. Fewer students experienced problems while enrolling (32% vs. 39% vs. 53%).
3. More students were able to solve the problem by themselves in the second survey than in the third. This is attributed to the fact that these are first time students (49% vs. 77% vs. 53%).
4. More students rated their overall enrollment experience as successful or very successful (57% and 67% vs. 53%).

Notable consistencies in survey results between all three surveys.

1. In all groups, approximately 60% of the students were not informed about how to use PASSPORT prior to enrolling.
2. In both groups, the comments students made regarding problems they experienced while enrolling had to do with navigating the system. (See frequent comments listed on Survey Report #1)
3. The vast majority of those who experienced problems while enrolling were able to solve the problem one way or another (80% in all groups).

Conclusion and Recommendations

The student enrollment experience has significantly improved since April 22. However, more work is required for Peralta to improve the student’s experience. We recommend the following:

1. Follow through with agreed upon actions to improve the cccApply experience.
2. Improve the instructions (emails) students receive, specifically outlining steps they will take to enroll and how they will receive their Peralta email address.
3. Conduct student enrollment experience “focus group” to determine remaining key issues, prioritize and deploy as appropriate.