



Executive Leadership Committee Meeting

Dec. 12, 2019, 2 to 3 p.m.

Clover Park Technical College

Meeting Participants

Voting Members

- ☒ Jan Yoshiwara, co-chair, SBCTC
Executive Director, ctcLink
Project Executive Sponsor
- ☒ Chris Bailey, co-chair, Lower
Columbia College president
- ☒ Kevin Brockbank, Spokane
Community College president
- ☒ Amy Morrison, Lake
Washington Institute of
Technology president
- ☒ Shouan Pan, Seattle Community
Colleges chancellor
- ☒ Julie White, Pierce College Fort
Steilacoom president

Non-Voting Members

- ☒ Christy Campbell, ctcLink
Project Director
- ☒ Choi Halladay, ctcLink Project
Steering Committee chair
- ☒ Grant Rodeheaver, SBCTC
Deputy Executive Director for IT

Guests & Staff

- ☒ Tim Wrye, Highline College, IT
Commission representative
- ☒ Bill Belden, WSSSC
- ☒ Brett Riley, BAC
- ☒ Scott Wagemann, RPC
- ☒ Sandra Fowler-Hill, Clark College
Interim President
- ☒ Paul Giebel, Moran, QA Vendor
- ☒ Janelle Runyon, ctcLink Project
Communications Manager

Approval of Minutes

The October 3, 2019 meeting minutes were approved as submitted.

ctcLink Remediation Update

Christy Campbell gave an update on the Pilot Remediation items and new/replacement solutions.

Online Admissions Application

Next week the steering committee will be considering a recommendation from the Online Admissions Application work group for a new OAA solution. Kastech built a prototype for the system based on the original OAA requirements. The OAA work group reviewed, voted and chose to go with the prototype. It is considered a user-friendly solution for end users. Christy said the work group focused on end users experience when reviewing the solution, including ensuring it is an accessible technology that meets our standards.

Continuing Education

Christy said there was good turnout at the Continuing Education summit held at Green River College in November. The successful vendor, CampusCE, provided a good demonstration and discussion. They discussed the CampusCE solution, where it meets requirements and where there may be gaps. Any customizations the system needs can be built in now using the project's budgeted funding. Christy said the new CE solution prompted discussion among colleges regarding how they are set up differently across colleges. Some CE departments are embedded in the college, while others are more standalone operations. There was considerable concerns by some college continuing education directors. Some are very concerned that if the CE courses are embedded in PeopleSoft, they will lose control of

their program. Some of the colleges are a shared organization, so as we have PS as a system of record, we need to develop a system that is best for students and the colleges, but this may change the processes at the college. There was a suggestion of a common process type workshop to better understand the new solution. Next step is to break down the implementation groups. CampusCE would like to implement about 10 colleges at a time. Colleges already on Campus CE will be an “object update,” while those not yet on CampusCE would mean a full implementation. Implementation costs are covered by the project budget. There are ongoing maintenance costs as well, which will need to be determined separate from the implementation cost per college. ctcLink colleges would be in the first group to implement (if they choose to).

Budget Planning Tool

Oracle Hyperion budgeting tool for the PeopleSoft Budget Cloud Solution (PBCS)– It took a few months of discussions with Oracle to determine if each college would be able to have its own budget instance or if this would be a single cloud solution. Oracle finally confirmed each college could have its own instance. The tool is flexible enough that college budgeting and finance staff will be able to utilize it as needed locally. We are expecting robust integration into PeopleSoft. Next step is to determine implementation groups and timeline. DGs 2 and 3 would get implemented first.

Accessibility in ctcLink

Accessibility testing has been completed for the PeopleSoft self-service modules. Oracle expects many of the findings to be addressed with the new PeopleTools upgrade. Christy said the upgrade needs to be scheduled, tested and implemented into the production environment. It’s a substantial lift and will need to be scheduled into the current production activities. The Highpoint components (mobile and Message Center) will be tested next, along with the continuing education and online admissions applications.

Remediation Tracking

Kevin Brockbank asked for clarification regarding Remediation items (which ones are complete and if Spokane is in agreement with what is complete). Christy said the Absence Management, for example, was a full rebuild for DG2. If there are open issues, she is not aware of them. She said for Department of Retirement Services, the Remediation items have been closed out, but some support items are still open, which the SBCTC finance/support team is handling.

Kevin will send Christy some items that may still be in question or ask the Community Colleges of Spokane PM to set up time with Christy.

ctcLink Program Status Update

Christy noted the project has reached a key milestone because all colleges (all deployment groups) are now doing some form of status reporting for the bi-weekly status reports.

Deployment Groups and Timeline

Christy reviewed the changes made to the schedule after considering the blackout dates across the system, payroll periods, and academic calendars, which earlier shifted the DG3 Go-Live date by several weeks and DG4 by several months. She noted that we don’t yet have approved go-live dates for DGs 5 and 6. She is expecting the DG5 go-live to be around

October 2021 and DG6 around Feb 2022. She said this shift has absorbed the Contingency Deployment that used to be on the timeline, since that had been scheduled for the Feb 2022 timeframe.

Deployment Group Updates

Christy gave a brief update of the project status and activities by deployment group.

DG3 (and importance of BPFs)

Deployment Group 3 is tracking as “yellow” overall due to the schedule slip with User Acceptance Testing. During a recent meeting, DG3 PMs discussed the struggle with activities around the Business Process Fit Gap (BPF) work. This is a critical activity because it is when subject matter experts (SMEs) can gain a good understanding of PeopleSoft and compare to their current business processes. SMEs then do homework that allows the project team to do local configuration of the system. If PeopleSoft is not understood and the homework isn’t understood, that can lead to incorrect information being provided for local configuration. Colleges don’t see the results of that until User Acceptance Testing, which is the last quarter before go-live. For DG3, a lot of reconfiguring is taking place because PeopleSoft or the homework wasn’t understood. Christy said we need to do a better job on the project team of explaining the homework, why it’s important, and how it impacts their college and the remaining activities leading up to go-live.

As a DG3 college, Choi Halladay likened it to a student not knowing what questions to ask when you’re in chapter 1 until you are in chapter 5. Now that SMEs are seeing everything integrated in User Acceptance Testing, there have been some “aha” moments regarding setup, processes and flow of processes, such as how fee codes get attached to a class and how that’s tied to where it ends up in the accounting system. **Bottom line, the BPF sessions are critical.** Christy said on the project side, we can do a better job of explaining the homework, explaining how it’s used, and what discussions SMEs may need to have across departments. She also said doing the security (roles/access) earlier will help future colleges. Choi agreed.

DG4

DG4 has begun Business Process Fit Gap (BPF) activities.

DG 5 and 6 Activities

Deployment Group 5 just completed their Initiation Phase Peer Review yesterday. A recommendation to move DG5 through Gate 1 to the Implementation Phase will go to the Steering Committee based on the peer review results.

Deployment Group 6 is working on Initiation Phase activities and we have begun reporting on those activities in the biweekly project status report.

Cutover Planning

Christy explained the new cutover plan, which includes 2 weekends of cutover activities. The first weekend would bring over the bulk of historical data, then the actual conversion weekend, the remaining/current data will be converted. This approach is needed due to the deployment groups getting larger as we move forward. That approach is being tested out now to ensure it is a workable one.

Budget

Christy noted the program overall is currently \$5.3 million over budget, but the majority of those funds are allocated for the replacement solutions and implementation.

She explained the staged funding process the project is required to go through with the OCIOs office and OFM. The next stage/gate is Pool Stage 5. The process to formally request access to \$6 million (Pool Stage 5) from the college system's Innovation Fund account will begin in January/February.

Update and Tips from Clark College

Clark Interim President Sandra Fowler Hill and VP of Student Services Bill Belden were both on hand to provide the Clark perspective after being live for about 7 weeks. The project and support teams have been extremely helpful, but Clark staff are still drowning in issues. They are getting through and learning, but it has been a struggle.

Christy noted the Clark PM has been sharing lessons learned and tips to DG3 college PMs, as well as sharing during PM meetings. Sandra said one of those lessons learned is that Clark closed their offices (to public/students) for two days and she highly recommends that presidents consider closing business and transactions for the entire week of go-live. They also stopped transactions in the system leading up to go-live. This meant student workers could not get paid, but their Foundation was set up and ready to provide emergency funds as needed.

Clark College had project staff on-site for at least one week after go-live. On-site support is not planned for DG3 and beyond. It is not repeatable. But, the open support lines following go-live were very valuable and successful, Clark said and Christy agreed.

Top Program Risks

Christy reviewed the top program risks.

College PM and Executive Sponsor engagement is critical to the success of each college. Christy said since most PMs don't have resources reporting directly to them, the Executive Sponsor can assist by helping to set priorities and to help with getting project resources that the PM may not have the authority to assign.

Regarding presidents and board being kept apprised of project progress, Sandra said Clark has ctcLink as a standing agenda item on their executive cabinet meetings. Chris Bailey said LCC does that as well.

While it's understood that colleges have many other priorities, ctcLink needs to be one of those priorities and staff need to be made aware that it is one of the college's top priorities.

Christy said each college's ctcLink Project Charter should act as the vehicle to empower the project manager to direct, request, manage and assign resources to project activities, but may need the executive sponsor's support (as noted earlier) to help with budget and resources.

College Resource Commitments

Christy discussed the project methodology and the importance of sticking to it. As part of the re-plan, and as requested by colleges, travel for testing, data validation, workshops, training, etc. was mitigated and cut down significantly. The one area it wasn't cut out was for the

Business Process Fit Gap (BPFG) session. There have still been struggles with college's travel budgets for BPFGs and also releasing staff for the BPFG sessions. It is critical for colleges to have travel budget for SMEs to attend BPFG sessions in person as much as possible.

Christy noted the importance of doing the BPFG work in person so conversations can take place about business processes, the needed changes in those, and making sure the homework from those sessions are understood. When it is just not possible—which can be the case for various reasons—they are hoping the online mode and question/answer period at the end of each session will help close that gap.

Jan Yoshiwara noted there are some colleges that are having some serious financial issues and have had to cut staff. Colleges need to understand the long-term savings if they and have had to laid said it may help if colleges understand the commitment of resources

ctcLink Permanent Support Model

There were some questions regarding the ramp-up of the ctcLink support organization as more colleges start joining the system. Grant said he can provide information at the next meeting that shows the plan for the ramp up of ctcLink support organization.

There was discussion about the current (new) Service Level Agreements between SBCTC and the colleges. Tim noted the SLAs are on the SBCTC website and members should take a look and provide Grant with feedback. Janelle will send out the [link to the SLAs](#).

Other

Guided Pathways in ctcLink – Concerns from RPC

Chris Bailey noted that the Reporting and Planning Commission (RPC) WACTC rep, Marty Cavalluzzi, sent his an email today regarding RPC's concerns about the alignment of Guided Pathways in ctcLink. There is frustration that the items requested from the Guided Pathways meeting back in August are not in place yet (sub-plans and meta-majors). There was some discussion of resource constraints and ctcLink project scope. Due to the timing, this goes beyond the scope of the ctcLink project, but the project has a resource that is looking into the feasibility and cost for short-term solution (sub plans) and the long-term solution (implementing meta-majors in ctcLink). The analysis work has not been completed yet.

Currently, the long-term solution would require a pause to the ctcLink project to reconfigure Campus Solutions. That is not possible. Implementing sub-plans is not as heavy a lift and would be less time consuming for colleges not yet live on ctcLink. This activity requires a partnership with the SBCTC support organization to support the change in the live/production environment for current ctcLink colleges.

Jan Yoshiwara said ctcLink has an established budget and timeline that has been approved by the presidents, the SBCTC board and the State CIO. It was an enormous effort and she does not want anything—including Guided Pathways—to jeopardize it. It is imperative that we stick to the scope, schedule and timeline of ctcLink.

ctcLink Enhancement Requests / Governance Process

Amy Morrison asked how commission votes on ctcLink items are tracked. For example, the Instruction Commission voted on 2-3 items related to ctcLink. Where do those commission

votes go? Do they bubble up to WACTC? Christy reviewed the ctcLink Governance Framework diagram and explained the commission chair or an executive sponsor would sponsor an enhancement request (if it's a change to the system) which would come through the ctcLink Governance channels (usually beginning with the ctcLink Working Group). It was noted many of these items are approved and implemented at the lowest level of governance, so do not always make it to cELC.

In future meetings, we can add Working Group and Steering Committee enhancement requests/decisions so it is clear what action items have come through from commissions to ctcLink governance and what action was taken on each item.

Key Messages for WACTC Business Meeting

Slides 13 and 14 from the cELC presentation deck will be included in the WACTC business meeting packet and Chris will review the committee's discussion about the importance of in-person attendance as much as possible at the Business Process Fit Gap sessions.

Adjourn

The meeting was adjourned at 3:30 p.m.