



ctcLink Executive Leadership Committee

Meeting Minutes for July 16, 2020

Meeting Participants

Voting Members

- ☒ **Jan Yoshiwara**, co-chair, SBCTC
Executive Director, ctcLink
Project Executive Sponsor
- ☒ **Kevin Brockbank**, co-chair,
Spokane Community College
President
- ☒ **Joyce Loveday**, Clover Park
Technical College President
- ☒ **Shouan Pan**, Seattle Community
Colleges chancellor
- ☒ **Lin Zhou**, Bates Technical
College President
- ☒ **Ed Brewster**, Grays Harbor
College President

Non-Voting Members

- ☒ **Christy Campbell**, SBCTC Chief
Technology Officer - ctcLink
Program Director
- ☒ **Grant Rodeheaver**, SBCTC
Deputy Executive Director for
IT, ctcLink Project Sponsor
- ☒ **Tim Wrye**, ctcLink Steering
Committee chair, Highline
College CIO & Executive
Sponsor

WACTC-Tech Guests & SBCTC Staff

- ☒ Reagan Bellamy, HRMC
- ☒ Claire Peinado, WSSSC
- ☒ Teresa Rich, BAC
- ☒ Heidi Wasen, ITC
- ☒ Paul Giebel, Moran Technology
Consulting
- ☒ Dani Bundy, SBCTC ctcLink
Customer Support Director
- ☒ Janelle Runyon, ctcLink Project
Communications Manager

Welcome

Committee co-chair Kevin Brockbank welcomed the 2020-21 WACTC-Technology Committee members to the first meeting of the year. There are several new members on the committee for the coming year.

Kevin explained that the ctcLink Executive Leadership Committee (cELC) meets

Approval of Minutes

Since there were only two returning voting members from last year's cELC committee, the June 4, 2020 minutes from previous academic calendar will be posted as unofficial minutes on the cELC meeting materials webpage.

ctcLink Governance Model – Review for New Members

Since there are several new cELC committee members this year, Kevin Brockbank and Christy Campbell gave an overview of the ctcLink Governance framework and cELC's role and function within the structure.

The ctcLink governing body provides project guidance through all phases of the ctcLink Project, including scope definition, review of high-impact global (system-wide) enhancement requests, and approval of risk mitigation strategies related to staying on schedule, in scope and within the project budget.

There are three levels of ctcLink Governance:

The ctcLink Working Group is made up of college PMs and subject matter experts, as well as SBCTC IT, ctcLink Support and ctcLink Project staff. This group focuses on configuration management across all pillars, reviews and approves enhancement requests, and escalates up to Steering

Committee any items that could affect the scope, schedule or cost of the ctcLink project.

The ctcLink Steering Committee is made up of six college executive sponsors and the three deputy executive directors at SBCTC. Their main focus of decision making is the critical decisions within the program except any that effect the overall timeline, scope and budget of the entire program. Those decisions are escalated up to the cELC.

The ctcLink Executive Leadership Committee (cELC) is this group, which is made up of the five presidents on the WACTC-Technology Committee, the project's Executive Sponsor (Jan Yoshiwara) and the ctcLink Project Sponsor (Grant Rodeheaver). The project director (Christy) and the Steering Committee chair (Tim Wrye) are also on the committee as non-voting members and continuity between the governance levels. The group monitors overall project schedule, scope and total project budget. Any risks related to those items, are brought to this group for discussion and decisions as needed.

cELC Meeting Structure and Process

Kevin explained that the ctcLink Governance structure was set up to have close ties to WACTC/presidents. Therefore, the five (5) presidents on the WACTC-Technology Committee are automatically voting members of cELC.

Due to this structure and some overlap in membership, the first hour of WACTC Committee meetings is reserved for the cELC meeting. There is a separate agenda and meeting materials for cELC. Commission liaisons on WACTC-Tech are welcome to listen in on the cELC meeting, but are not active members, participants. cELC usually runs an hour, sometimes over.

When the cELC meeting adjourns, the group takes a short break. A few cELC members that are not WACTC-Tech members leave the meeting, then the WACTC-Tech meeting starts with its own, separate agenda and work plan for the remaining hour.

Steering Committee Update

New Membership Approval

Steering Committee chair Tim Wrye said due to staffing changes at colleges, there were three vacancies on the committee. A membership subcommittee put out a call for nominations and chose the following slate of new members.

- Ed Jaramillo, Skagit Valley College Vice President for Administrative Services, Institutional Planning and Effectiveness, and Executive Sponsor
- Chad Stiteler, Bellingham Technical College Vice President of Administrative Services and college Executive Sponsor
- Brian Lee, Clover Park Technical College Project Manager (non-voting member)

ACTION – cELC unanimously approved the recommended slate of new members.

DG4-A and DG4-B College Groupings and Go-Live Dates

Christy shared that the Steering Committee approved the two DG4 go-live dates of Feb. 8, 2021 and Feb. 22, 2021. It is a split go-live due to the number of colleges coming online at once, which will be the case for all deployments going forward.

Following the Steering Committee's approval, the DG4 project managers collaborated on determining which colleges would go live on which dates. The DG4 PMs chose—and the project approved—Centralia, Edmonds, Highline and Wenatchee Valley for Feb 8, with Seattle Colleges

(Central, North, South and the District Office) going live on Feb. 22, 2021.

ctcLink Risks memo to presidents

Kevin gave an overview of the 6/24/2020 memo he sent to presidents on behalf of cELC and WACTC-Tech stressing the importance of all colleges staying on track with their ctcLink activities. In the memo, he expressed the risk and liability that is created if the timeline slips, which could result in a \$7-10 million additional cost to the college per year. He said it was well received. College leadership understand. At the same time, these are extremely challenging times and colleges are doing everything they can to continue moving forward.

Kevin will bring this issue up as a reminder at the WACTC retreat, and will keep the issue at the forefront.

ctcLink Customer Support Organization Update

Financial Aid Update

Dani Bundy, ctcLink Customer Support Director, gave an overview of the Financial Aid process, activities and timing for ctcLink colleges. DG3 colleges and Clark had challenges with the new ctcLink/PeopleSoft financial aid processes, since it was their first time running financial aid solely in PeopleSoft. This resulted in some delays in disbursing financial aid to students.

Dani's team set up individual Webex sessions for each college to go through the setup process, packaging and disbursement steps. College Financial Aid staff have done an amazing job doing this work, especially in a work-from-home status.

At the time of the meeting, Clark, Lower Columbia and Olympic had disbursed all or some aid and Cascadia, Peninsula and Pierce have plans to disburse aid in the coming days.

Dani and team have already implemented additional support practices for colleges based on the lessons learned from Clark and DG3 colleges.

ctcLink Customer Support Organization Staffing

The group discussed the progress on standing up the permanent SBCTC ctcLink Customer Support organization and adding more staff to meet the growing number of colleges on ctcLink. There are concerns about the new SBCTC ctcLink customer support organization being ready and having enough resources to adequately support DG4 and beyond.

Jan Yoshiwara said SBCTC is committed to hiring the needed staff. She is working with Grant Rodeheaver and John Boesenberg on the budget because enrollment declines affect revenue into the Innovation Fund, which affects cash flow, which affects hiring patterns. She said cash flow issues were expected when SBCTC started to hit the peak of having Legacy staff, and ctcLink Support Center staff and ctcLink project staff simultaneously in the middle of the project. We are hitting that peak now, but didn't anticipate the enrollment declines continuing this long, and that it would have this level of impact on the Innovation Fund. They have begun to reexamine calculations using conservative enrollment projections, as well as the earlier plan to borrow money from SBCTC reserves to get through this peak. Due to the cash flow issues and lower tuition collections by the colleges, the plan needs to be reviewed, reworked and will be brought back to cELC with a plan moving forward.

Tim noted that this issue comes up in the Steering Committee, but governance of the SBCTC ctcLink Support Organization is a gray area. Technically, the Steering Committee (SC) is providing guidance, oversight to the project scope, schedule and budget, but not necessarily the "support" aspect. There

have been ongoing discussions about that split now that more colleges are on ctcLink. The SC talks about these issues, but there is no technical oversight there, so that's something cELC might want to discuss regarding how we want to make sure this is addressed. There has been some talk about whether the Strategic Technology Advisory Committee of WACTC-Tech takes on that role, but that hasn't been clearly delineated or decided.

Tim asked for clarification about the use of the Innovation Fund and whether that stream of funding can be used for "ongoing operations" as earlier discussed or if it was granted to us by the Legislature for only the intent of "project implementation" or "IT Initiatives/Innovations." This will need to be researched and brought back to cELC if needed.

Accessibility

Grant Rodeheaver shared that the PeopleTools upgrade is on track for implementation at the end of August 2020. Oracle indicates many of the accessibility issues/gaps in the current system will be remedied by the upgrade, but SBCTC has a company (Level Access) ready to test the upgrade and identify remaining gaps. Grant is working with the DSSSC chair to get college input in accessibility testing.

Guided Pathways in ctcLink

Dani reported that the ctcLink colleges are currently working on configuring their Subplans in ctcLink. They continue to make great progress. The testing team is working with the college PMs to test the Subplans functionality to give colleges the opportunity to see how the Subplans work in the system.

Remediation and Replacement Solutions

Remaining Open Items

Christy said there are still some remaining pieces that need to be discussed with Spokane to get clarification on any outstanding items before moving those items to closure.

Online Admissions Application

The contract is in place with Kastech. SBCTC (project, support, IT) have been working with the vendor on initial planning and developing a project schedule. Meetings with colleges will begin soon. DGs 2 and 3 will implement first, with the plan for DG4 to implement at go-live.

CampusCE

The contract has been in place and many colleges are working directly with CampusCE to implement locally, which is covered by project funds. The Integration work (integration between CampusCE and ctcLink to do away with double entry) will begin in the coming months and is expected to be complete by the end of the year. There has been some great

Budget Planning Tool

The project team is working with Mythics to set up workshops and local configuration discussions with DG2 and DG3 colleges. Since finance production data is required to deploy this solution, the first deployment is expected to be in Winter 2021 for DG2 and DG3 colleges. DG4 colleges are planned for Winter 2022 (and perhaps DG5, but they will only have a few months of finance data in ctcLink at that time, so this plan is TBD). Deployment for DG6 is TBD at this time.

ctcLink Program Status

Top Program Risks

Christy shared the ongoing concerns around budget and staffing due to the pandemic and other related factors. College Project managers have expressed concerns and logged issues. This falls in line with the memo Kevin sent to presidents. We will continue to watch this and work closely with college PMs to keep up on how they and their teams are doing.

Moran Quality Assurance

Paul Giebel said the project is progressing well. It's a large, highly complex project, but the project team is implementing lessons learned in real time, which is helping tremendously. Many projects don't take those lessons learned to heart right away as he is seeing with this project.

The two things they are watching closely is budget constraints and the ramp up and maturity of the support organization. It will be critical to have the adequate staff on hand and up to speed

ctcLink Budget

Christy announced that the Gate 5 funding was approved by OCIO and OFM. The process takes some time to run through all the approval channels, so a lesson learned is to start the process earlier to give the OCIOs office time to move through their local communication and approval channels and provide feedback prior to the next gate approval.

The project is tracking to budget at this time. As Christy has explained in the past, while it appears we are under budget, there are still some funds dedicated to planned activities, such as the replacement solutions.

Project Overall Status, Deployment Group Updates

Due to time constraints, see Project Overall Status slide on the cELC 7/16/20 slide deck for details.

Adjourn

The meeting was adjourned at 3:10 p.m.