



ctcLink Executive Leadership Committee

Meeting Notes for December 2, 2021

Meeting Participants

Voting Members

- Jan Yoshiwara**, co-chair, SBCTC
Executive Director, ctcLink
Project Executive Sponsor
- Joyce Loveday**, co-chair, Clover
Park Technical College President
- Shouan Pan**, Seattle Community
Colleges chancellor
- Lin Zhou**, Bates Technical
College President
- Rebekah Woods**, Columbia
Basin College President
- Amy Morrison**, Lake Washington
Institute of Technology
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
- David Williams, BAC
- Rolita Flores Ezeonu, IC
- Tim Rager, ITC
- Valerie Parton, RPC
- Paul Giebel, Moran Technology
Consulting
- Dani Bundy, SBCTC ctcLink
Customer Support Director
- Janelle Runyon, ctcLink Project
Communications Manager
- Eva Smith, STAC liaison
- Sherry Nelson, ctcLink Project
Communications Coordinator
- Shanda Haluapo, ctcLink Project
Communications Liaison
- Johnny Hu**, Filling in for Bates
Technical College President

Welcome and Introductions

Dr. Loveday welcomed members and attendees to the meeting – both in person and virtually.

Approval of Oct. 7 Meeting Minutes

The October 7, 2021 minutes were approved as presented.

ctcLink Steering Committee Update

Membership Update – DG6 Executive Sponsor

As the ctcLink Steering Committee turns its attention fully to the DG6 implementation, the committee invited a DG6 executive sponsor to join as a non-voting member. Chris McLain, DG6-A, Lake Washington Institute of Technology executive sponsor, has joined and is actively attending.

DG5 A, B and C Go-Live Recaps

Tim Wrye shared that the DG5 ctcLink deployments went really well and that improvements in the methodology made based on lessons learned from previous deployment groups are evident.

Christy Campbell explained that the improvements in the implementation methodology, documentation, support, and enhanced meetings with the DG5 college teams, resulted in significantly heightened readiness among DG5 in comparison to previous deployment groups. This conclusion is evidenced by the PM feedback regarding the support sessions: The DG5 PMs reported the post go-live support sessions were too fundamental and asked for a higher level beginning on Day 1 of post go-live. This has never happened before.

Tim Rager, reporting as a DG5 college member, expressed gratitude to the ctcLink Project and ctcLink Support teams for their work in the successful go-live.

Upcoming Decision/Discussion Items

At this time, the ctcLink Steering Committee's main decision points will be the go-live decisions for the DG6 sub-deployment groups.

ctcLink Program Status

Project Status by Deployment Group

DG5 Lessons Learned Highlights

Shanda Haluapo presented the lessons learned related to the college leadership which was a prevalent theme throughout the data/feedback from the colleges. Details included the following:

- President/Chancellor visibly engaged and knowledgeable
- PM meet regularly (e.g., ctcLink agenda item) with executive leadership team
- Executive Sponsor is engaged and visible, known college champion
- Executive Sponsor does not have multiple roles in ctcLink work (e.g. pillar lead)
- Executive Sponsor has the resources and support to remove barriers

The final DG5 Lessons Learned report will be presented to the ctcLink Steering Committee on Dec. 14, 2021.

DG6

ctcLink Project team is now only focusing on one deployment group. DG6 colleges are engaged in data validation in conversion Cycle 4. The Cycle Four activities all lead to making sure project team has prepared the User Acceptance Testing (UAT) environments and the college's readiness for UAT. UAT will commence on December 13, including data clean-up. The ctcLink project team has already made improvements to the UAT process based on lessons learned from DG5.

The timelines between the DG6-A colleges and the DG6-B&-C colleges are mostly the same; they both engaged on the same timeline for Cycle Four Activities through UAT. The major differences include the dry-run mock for Cycle 5, payroll parallel testing, and readiness decisions.

Based on remaining items to complete for the integration of Campus CE, the ctcLink Project Team has broken out the work into phases. The Campus CE last phase will be deployed with DG6-A. Christy announced the plans to roll out the Planning and Budgeting Cloud Service (PBCS) separated out by deployment groups. The activities include gathering configuration requirements, UAT, training, go-live, and post-deployment support. Christy identified that the tool has been a bit of disappointment because it is not the tool the colleges were expecting: PBCS is a tool built primarily for the budget offices at the institutions rather than the those who manage the budget, e.g., deans, executive leadership, etc.

Implementation of PBCS takes around four to six months and the engagement of the colleges is much more straightforward and requires fewer people. The primary time commitment includes the walk-throughs after it is configured and training to use the system. Christy emphasized that PBCS implementation is by no means comparable to the ctcLink implementation.

Top Project Risks

DG6-A No Float in the Timeline

One of the highest risks for the project is that there is no float in the DG6-A timeline. Christy Campbell shared that the DG6-A Executive Sponsors are committed to make sure they will stay on the timeline. They have committed to addressing any issues and meeting the deliverables to stay on the target of the timeline. The completion of UAT, training, dry-run validations, and college go-live planning and readiness are key activities to making the Feb. 28, 2022 go-live date.

To mitigate this risk, the ctcLink Project team is watching closely; there is also no room in the budget to move go-live dates beyond the DG6 timeline. The project has developed dashboards and has begun meeting with the DG6-A college separately from B and C to identify and address any issues.

College Staffing

A significant number of employee turnover has occurred at colleges. However, not all concerns and

risks around college staffing are the same at each college. There are colleges for which entire departments have turned over. Colleges have had difficulties hiring additional staff and with those they have been able to hire, it has been difficult to onboard new staff while bringing them up to speed to engage them in ctcLink activities.

In addition to the staffing vacancies, college resources are being pulled to work on other initiatives in addition to their ctcLink activities and responsibilities. This is causing college staff to experience fatigue and burnout. Colleges will benefit from the leadership focusing primarily on ctcLink.

ctcLink Project Team Staffing

Christy Campbell shared the risk of keeping the ctcLink project team staff through the end of the project. Currently there are 54 people working on the ctcLink project team: 42 employees and 12 consultants. Of those, 18 to 25 have or are expected to transition to SBCTC IT support. Another 17 plan to retire or have committed to stay with the project until the end (a few of these people, who are not retiring, may decide to transition). This leaves 5 to 7 people at risk and, of those, there is one that would be the most difficult to replace with consultants or reorganizing work and/or responsibilities.

Moran Technology Consulting – External Quality Assurance

Paul Giebel shared they completed their last round of interviews right after DG5-C deployed. Moran is very confident and comfortable in the ctcLink project's ability to deliver; the ctcLink will lead DG6 to successful go-live with ctcLink. There have been advances in readiness, processes are continuously being refined, and colleges are continuing to learn and evolve from each other. They have three concerns:

1. Concern for the emotional well-being of the ctcLink project team due to a loss of key project team member who also had a wealth of project knowledge. Paul shared that it is worth continuing to pay attention to and monitor the team's mental health over this significant loss.
2. Concern about Bates Technical College's ability to meet deadlines.
3. The budget and timeline have no float and must stay on target.

Christy Campbell reported that the ctcLink project team is concerned about Bates Technical College due to a lack of assignments being completed. The team's process to mitigate these concerns is to work with project manager first, and then project manager and executive sponsor, and, if there are still issues they will reach out to the President. At this time, they are reaching out Bates' project manager and executive sponsor.

Christy discussed the importance of the college's status reports. This is a tool that colleges should use internally as well. The status reports are diligently reviewed and follow-up occurs when the status shows yellow and red. Tim Wrye shared that it is common for college's status reports to be yellow as the college gets closer to go-live.

Budget

Christy reviewed the budget summary. The majority of the budget items are employees and consultants. CampusCE is requiring additional dollars. The ctcLink project is tracking almost \$600,000-\$800,000 under budget overall. They expect to expend the total budget by the end of the project due to a potential need to hire additional consultants and employee leave pay-out. While it is tight, she has no concerns the ctcLink will go over budget by the end of the project.

SBCTC ctcLink Support

Grant Rodeheaver provided an update to ctcLink Support staffing plan activities. Based on their recent hiring decisions—they are transitioning employees from project to support and an additional eight folks from Legacy—this will maximize the knowledge transfer to ctcLink Support.

Closing

Dr. Loveday closed the cELC meeting and moved into the WACTC-Technology meeting.