



DG5 EXECUTIVE SPONSOR RESOURCE GUIDE

ctcLink Project Communications &
Organizational Change Management

REVISED: February 10, 2021

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CTCLINK BACKGROUND

[ctcLink](#) is the implementation of a centralized system of online functions to give students, faculty and staff anytime, anywhere access to a modern, efficient way of doing their college business for all 34 public community and technical colleges in Washington State.

ctcLink is a people project; it is about much more than new software. As the current 35-plus-year-old administrative system is replaced, colleges will examine their core business processes and practices to align with the delivered software solution (Oracle PeopleSoft), making for streamlined, standardized practices across the 34-college system. ctcLink will change many of the ways we do things at Washington's community and technical colleges. Once implemented, colleges will have a modern suite of online tools and a set of common core business processes.

The 34 Washington State community and technical colleges are implementing ctcLink within [six deployment groups](#). The first deployment group, FirstLink colleges, went live on ctcLink PeopleSoft in 2015. After many improvements to the ctcLink go-live process were made, the second deployment group went live in October of 2019; the last deployment group will go live in 2022.

The Washington State Board for Community and Technical Colleges' (SBCTC) ctcLink Project team implements improvements after each deployment group goes live.

Producing this executive sponsor resource guide is included as one of these improvements.

The Role of the Executive Sponsor

ctcLink is a statewide project. Project management and change management strategies are required to implement ctcLink at each of Washington State's community and technical college and at the state level by the Washington State Board for Community and Technical Colleges (SBCTC).

The executive sponsor role at each college is unlike the traditional executive sponsor role for a large Enterprise Resource Planning (ERP) technology project. The colleges' primary focus is on the change required of people and the way things are done.

Moran Technology Consulting articulates this difference in its November 2020 report:

DG2 and DG3 were, by most accounts, successful implementations. There were hiccups that are being addressed but overall, the solution works. As the project has seen the deployments go smoother each time, there can be a belief that future deployment groups will have a much easier implementation. However, while the solution and the conversion processes improve each time, there is one aspect that does not change – the amount of work necessary to be completed by each college in order to have a successful implementation. There are a large number of college core business processes that will be substantially changing with ctcLink, requiring a significant commitment by each and every college in order to execute a successful implementation. (Moran Technology Consulting, ctcLink Project Quality Assurance, Monthly Report – November 2020.)

Colleges, through the leadership of both the project manager and executive sponsor, have to determine how they will lead the necessary changes in business processes and how to support people throughout the change process. Prosci, the leader in change management science, asserts that the key to a successful change project is leadership and sponsorship.

According to Prosci, the executive sponsor should be an executive level leader who communicates well; creates engagement through passion and enthusiasm; is engaged and involved in the project; visible and supportive; approachable and available; and a recognized leader with sponsorship experience. (Prosci Change Management Certification Program, 2019: page 68) Each college's ctcLink executive sponsor will have to use these traits to maximize the college's success in optimizing its use of ctcLink.

The college executive sponsor is accountable for the successful implementation of ctcLink at the college. The executive sponsor and members of the college's executive leadership team should be seen participating in the project activities. In addition, communication and coalition-building are essential sponsorship activities that will promote the college community's desire to change while simultaneously reducing resistance to change.

How to Use the Executive Sponsor Resource Guide

This resource guide provides communication templates and other change management strategies intended for Deployment Group 5 executive sponsors. The materials are informed by other colleges' work and Prosci.

The change process is dynamic and based on the organizational culture; organizational and ctcLink project structure; leadership styles; and history of change management successes. Therefore, all the resources included in this guide should be revised to fit the college and situation.

You will find some items are highlighted. **Yellow highlights indicate the following:**

- The information is not known at the time this guide was written,
- The information is specific to a particular college,
- The information may not be accurate for the college, or
- The information may have changed; double check its accuracy.

Blue highlights are notes to the executive sponsor or reader of the resource guide.

This resource guide was written in December 2020 and January 2021. Be sure to check to make sure the activities summarized by month are accurate as the project timeline may have shift.

The resource guide is designed for deployment group 5 (DG5) colleges. It is organized by month. For each month, there are ideas, suggestions, and templates for both communication and coalition-building. The resources in this document build upon the efforts of other colleges in Washington State. They are ideas and, if used, should be modified to best fit your college.

Note: Executive Sponsors and Project Managers will benefit from Prosci training. The training is worth the time you invest. The material is applicable to the ctcLink project and all other transformation projects, such as guided pathways and any other educational reform. In addition, the SBCTC ctcLink project team offers additional resources on its [website](#).

Key Executive Sponsor Activities

[Prosci](#) offers many resources for executive sponsors. Prosci suggests using the Prosci Sponsor Assessment regularly to keep focused and engaged in the sponsor activities associated with a successful change project.

For self-reflection purposes, the executive sponsor can assess their engagement in sponsorship activities using the Prosci Sponsor Assessment. If the assessment tool is not available to you, then below is a list of activities informed by the Prosci Sponsor Assessment within the context of ctcLink.

- Attend the college ctcLink team meetings.
- Introduce or open events and large-scale training related to ctcLink.
- Make sure ctcLink work has the budget and is on budget to do the work.
- Available to the project manager and other ctcLink team members/leaders.
- Review accomplishments with ctcLink team.
- Identify “misses” with timeline activities and hold team accountable for planned mitigation.
- Keep lines of communication open with supervisors to address concerns.
- Update executive leadership on project success and “misses.”
- Keep President/Chancellor informed about ctcLink progress.
- Connect with change resistant managers and find ways to engage them.
- Communicate regularly to college community about ctcLink.
- Meet with supervisors regularly to help them communicate and problem-solve with their teams.
- Connect intended outcomes of ctcLink to major college goals.

FEBRUARY 2021

February is a busy month for the ctcLink project. Deployment Group (DG) 4-A and 4-B are scheduled to go live on ctcLink on February 8 and February 22, respectively. The Online Admissions Application and Campus CE—for those who opted in—are also scheduled to go live for DG2 and DG3 colleges. The ctcLink support teams, i.e., ctcLink Customer Support, Data Services, and Applications Support, are expanding their capacity to serve the additional colleges.

Communication

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email template in other ways, such as a college newsletter, president email, etc.

Dear Colleagues,

I am committed to keep you informed about all of the work occurring to transition to the ctcLink Enterprise Resource Planning (ERP) technology system. This month colleges from deployment group four (DG4) are transitioning to ctcLink. Centralia College, Edmonds College, Highline College, and Wenatchee College went live on February 8 and the Seattle Colleges are expected to go live on February 22. You can find out more about the [details of the DG4 go-live process here](#).

We are in the next deployment group (DG5), going live with ctcLink in Fall 2021. We expect to receive our official date to go-live with ctcLink in the next couple of months.

[College name] has a ctcLink team who is busy preparing us to go live this fall. They are preparing to validate the accuracy of the information (data) in ctcLink PeopleSoft as it converts from our Legacy system. These activities will really ramp up in the next month.

I wanted to highlight a special feature of ctcLink. ctcLink includes a mobile app for students. Students will be able to access their student account and register via the ctcLink mobile app.

The ctcLink mobile app is easy and accessible to use and provides key information about events, timelines, and services for all students. Colleges that already have ctcLink find that students are more likely to use the ctcLink app than the ctcLink cloud solution. However, some functions cannot be completed on the ctcLink app.

Please feel free to contact me or [PM name], our ctcLink project manager, with questions or concerns.

Sincerely,

Executive Sponsor

Coalition-Building

The executive sponsor will want to stay closely connected with the project manager to stay up-to-date on what is happening as DG4 goes live with ctcLink. If there are concerns, executive sponsors should check in with the college's project manager and commission representative or other connection on the [ctcLink Project Steering Committee](#). Being knowledgeable about the statewide ctcLink project is the best way to prevent harm caused by the rumor mill, especially as connections are very strong

within the Washington State's community and technical college system.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

This month is a great time to engage in different change management strategies at the local level. Listed below are ideas for executive sponsors to connect with the college's ctcLink committee or team and executive leadership.

College ctcLink committee/team

- Add agenda item about managing change. Listed below are some ideas to potentially discuss:
 - Who is resisting change and why?
 - What do you all anticipate as resisting change behavior? Brainstorm strategies to build coalitions of change agents.
 - Does every person at the college understand the benefits of ctcLink? If not, brainstorm strategies and develop an implementation plan to build awareness.
 - Does every person want to convert to ctcLink? If no, how can you build the desire? Brainstorm how to support supervisors build excitement for ctcLink in their teams.
 - Plan a supervisor meeting next month; what would you like to see on the agenda?

Executive Leadership Potential Agenda Items

- Provide overview of Business Process Fit Gap (BPF) Sessions to Executive Leadership
- Provide clarification of roles:
 - Executive Sponsor role: mitigating risk, ctcLink communication to college community in general and executive leadership, accountable for the success of the project. Share and/or review [resources](#) offered by the SBCTC.
 - Project Manager role: “plan and oversee the day-to-day efforts of their local ctcLink team and resources to meet goals and objectives toward the project timeline. PMs monitor their college's overall progress, participate or escalate in accordance with the project governance structure, oversee the project budget, anticipate and identify risks and issues, and ensure timely communications.” ([SBCTC](#))
 - Executive Leader Role
 - Communication to Own Areas, including expectations and recognition
 - Championing the Change
 - Bringing issues to Project Manager and Executive Sponsor immediately before they fester
 - Allocating time and resources to support change in their areas
- Brainstorm expected resistance and identify actionable strategies to mitigate the resistance
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Prepare for Next Month

- Schedule Meeting in March with Supervisors

- Review Appendix B: ctcLink for Managers: What to Know and What to Do to Get Your Team Through Transition, Bellevue College.
- Ask to be put on the student success committee meeting, such as guided pathways, March agenda

MARCH 2021

The ctcLink implementation process is a highly iterative process with a series of “work packages” designed to get colleges ready for success. Each requires active subject matter experts (SMEs) engagement at every step of the way, from prep work, data cleansing and data validation to testing and training.

Right now, the data validation work package is underway. College SMEs are comparing data that has converted into a test version of ctcLink with the source data to verify that it has converted accurately and has cross-walked to the correct values. The validation process is iterative building on each prior cycle for cleaner and cleaner data by Go-Live.

Communication

March’s collegewide communication focuses on the alignment of ctcLink with student success initiatives, specifically guided pathways.

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email template in other ways, such as a college newsletter, president email, etc.

Dear College Community,

As you know, our college is committed to student success. ctcLink will provide technology to support many of the improvements to the student experience we are working toward, such as guided pathways.

The ctcLink PeopleSoft has three integrated pillars, Campus Solution, Human Capital Management, and Financial Management. Campus Solution is the primary pillar that students will use. Campus Solutions handles all student enrollments and records, transcripts, and academic advisement. Some highlights of improvements to the student experience related to guided pathways offered by ctcLink include:

- Students can easily see how far they have come and what they need to do to complete their program in their Academic Advising Report (AAR).
- Advisors can work with students to create and document a term-by-term educational plan, based on the courses and course options specified in their Academic Advising Report.
- Student educational plans will be available to inform college-wide and department-specific course scheduling to maximize enrollment and meet student demand.
- Students can run a What-if Report to see the impact of changing their academic plan, including identification of which degree requirements the student has already successfully completed or currently enrolled in.

[Teams' name throughout the college] have been collaborating to develop common business processes that maximize the benefits of ctcLink with the principles of guided pathways in mind. The alignment of our ctcLink work with guided pathways principles will ensure that [college] maximizes the use of ctcLink technology to improve the student experience.

We recognize there is a lot of change happening and we are working hard to align all of the changes to enhance student success. Thank you for your partnership, work, and input as we develop these processes.

Sincerely,

Executive Sponsor

Coalition-Building

Take the opportunity to spread the word about ctcLink with other college committees. Connecting with the guided pathways and other student success efforts is an excellent way to align the projects' efforts and outcomes with the college's strategic goals.

Be sure to engage supervisors in the ctcLink change management work. Bellevue College has produced great resources to support partnering with supervisors in the change process. See Appendix B.

Your ctcLink committee/team may also want to convene special interest groups to learn more about ctcLink, such as faculty groups, executive assistant groups, etc. Highline College, Seattle Colleges, and Olympic College are three ctcLink colleges/district who formed these groups to serve as partners in supporting the ctcLink change.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, guided pathways team, or team and executive leadership.

College ctcLink committee/team

- Add agenda item about how to align major change initiatives. Listed below are potential agenda items:
 - Ideas on how to align ctcLink with student success initiatives, such as guided pathways?
 - Are the SMEs feeling supported in their data validation work?
 - Brainstorm ideas for acknowledgement.
 - Any concerns or ideas that have emerged on how to prevent/reduce change resistance?
 - Debrief or discuss upcoming supervisor meeting.
 - Discuss convening special interest groups based on employee work function, if you haven't already; e.g., faculty members, executive assistants, etc.
 - Begin thinking about timing of go-live quarter based on planned go-live date. The pillar leads should work with the managers to propose these dates. Below is what

Clark College used to develop a business process timeline for the go-live quarter:

- **Date** – Last day to issue fall work-study referrals. Allows for one week to apply and one week for background checks before deadline.
- Month of October – No new Purchasing. Cut all checks before the system is down. No payroll pending. Financial Aid will be conducting year-end close activities in addition to ongoing and other work.
- **Date** – Last day for submission of travel advance requests. Procure Plus set to view only. Can track travel on paper and enter after go live. Begin closing out all Purchase orders.
- **Date** – Take Financial Aid eForms out of production for ITServices to update for dual system processing. Last day to accept financial aid debt payments.
- **Date** – Time sheets must be in on time. There will be no hand-drawn checks, so employees who have not submitted their time sheets will not receive their check until the Nov 10th pay-date.
- No new employees will be processed **from date1 to date2**. All new employees will start November 1st if not started by October 1st-15th pay period. This includes work-study students.
- **Date** – Last day for all enrollment transactions.
 - No adds, drops, withdrawals, etc. This could impact finance which will be closing out.
 - No repackaging in financial aid.
 - No more finance related activities beyond today.
 - Last day any Purchase Orders will be processed.
 - Last day for drop for non-payment
- **Date** – Web transaction server down and no **Cybersource**.
 - Campus CE – No more transactions (no changes to SMS, no **Cybersource** to use).
 - All travel advance checks will be run this day.
 - Cashiering process all refunds and close all batches.
 - Financial Aid – Reconcile discrepancies (similar to year-end)
 - Student Affairs can collect paper documents to process in PS
- **Date** – Business Services will cut all checks before system is down, including student loan checks. Some checks will not be distributed immediately.
- **Date** – Close October financial books.
- **Date** – The legacy system (HP3000) will be taken down.
- **Date Range** – Conversion to PeopleSoft
- **Date** – Go Live on PeopleSoft, FAM, CyberSource – All offices closed to public (date to date). We will continue to have classes. The following activities will be taking place:
 - Data Entry
 - Enter blanket purchase orders and any pending purchase orders (estimated to be approximately **1,000**)
 - Student updates: DOB, names, completed milestones, residency
 - Student class withdrawals – Process. Need to note those that are Running Start. They will need to be processed for the monthly billing.
 - Human Resources update default schedules
 - Employees sign into PeopleSoft
 - Walk through business processes

- Verify security access
- Customize / favorites
- **Date Range** – Employees will be accessing PeopleSoft
- **Date Range** – Plan for limited staffing for all offices
- **Date** – Students will have access to PeopleSoft
- **Date** – Business Services and Human Resources activities will resume.

Present ctcLink Alignment with Student Success

- Co-present with project manager the [benefits of ctcLink for students](#) at ongoing student success meetings, such as college guided pathways steering committee.

Meet with Supervisors

- Convene meeting with supervisors to discuss impact of ctcLink to their team's work (ES facilitate the meeting and PM be the point person to answer questions). Potential DRAFT Agenda follows:
 - Welcome
 - ctcLink Overview
 - What is it?
 - Timeline terms of major activities (BPFs, Data validation, UAT, Training, etc.)
 - Managing Change
 - Making sure team members know why we are changing
 - Team members understand the benefits of ctcLink to them and students
 - Take time for team members to train
 - Communicating and Supporting the Change with Teams
 - Discuss expectations
 - Communicating team concerns to Project Manager (PM) and Executive Sponsor (ES)
 - Communicating ctcLink change information to teams in relevant ways
 - Regular item on team meetings' agendas
 - What do supervisors need from the PM and ES to communicate with their teams?
 - Next Steps: Meet Regularly—if so, how often? Determine agenda items for next meeting before you end this meeting. Review Follow-up Items from this meeting.

Connect with Change Resisters

- Connect personally with change resister at the supervisor and executive leader level.
- Develop a plan based on their concerns to help them build the desire to adopt the ctcLink tools.

Champion the Formation of ctclink Special Interest Groups

- Support the formation of ctclink special interest groups, e.g., faculty members, executive assistants, facilities personnel, etc. They can support spreading knowledge and excitement about ctclink.

Executive Leadership Potential Agenda Items

- Provide overview of Data Validation process
- Present the [benefits of ctclink for students](#)
- Brainstorm expected resistance and identify actionable strategies to mitigate the resistance
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide an update about college's ctclink involvement. Items to include is an overview of ctclink project, DG4 go-live results, and, if you haven't already, introduce them to the project manager and college's ctclink leadership team. The update will really depend on the personality of the Board.

APRIL 2021

The ctclink project continues to be engaged in data validation. SMEs are expected to continue this work through June. One area that is important to watch is Student Financials. Previous deployment groups have recommended making sure you have the same people/group of people doing the data validation work and the user acceptance testing related to student financials.

By now, the college is expected to receive its go-live date. This will make ctclink more real for your college community.

Communication

Beginning in April, two email templates will be available for the executive sponsor to send as excitement and activity are really gearing up.

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctclink.

Please use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc.

Dear College Community,

We are scheduled to go live with ctclink on [Month, Day, 2021]! [College's] ctclink team has been busy working with the Washington State Board for Community and Technical Colleges (SBCTC) ctclink project team to prepare us to go live with ctclink this fall.

Right now, our ctclink team members are testing the accuracy of [college's] data pushed into ctclink, PeopleSoft. This work is important because the process identifies what we need to fix in the

current system so that when we go live with ctcLink our data will be accurate. Accurate data is essential to making sure our systems will work in ctcLink: payroll, vacation and sick balances, purchases, transcripts, enrollment, faculty workloads, financial aid, etc.

For the next foreseeable future, [college] subject matter experts, will be increasingly busy learning the new system, improving business processes for our students and community based on the increased functionality of ctcLink, continuing to complete their regular work in the existing system, and serving our students. Wow—that's a lot! Thank you, colleagues!

Sincerely,

Executive Sponsor

Dear College Community,

We are getting closer to going live with ctcLink! I am tremendously proud and inspired by the significant effort and time people throughout the college have committed to make sure our transition to ctcLink is successful! Briefly, I describe what has been happening below:

[Include few bullets about what college's steering team is talking about, high level change management strategies, special department highlights, etc.]

I am amazed by the fact that this level of work is occurring by so many and we are still getting the normal college work done. Please join me in thanking as well as offering patience to our colleagues in [list departments] for their heroic efforts! They are certainly doing a very heavy lift!

Sincerely,

Executive Sponsor

Coalition-Building

Take the opportunity to spread the word about ctcLink with other college committees. Connecting with other college groups' efforts is an excellent way to align the projects' efforts and outcomes with the college strategic goals.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items:
 - Add agenda item to begin the discussion of timing of go-live quarter based on the college's go-live date. When will offices close? For different business processes (student, finance, and human resource related), when will be the last day to process something in Legacy?
 - Are the SMEs feeling supported in their data validation work?
 - Plan for end of data validation celebration – end of June beginning of July.

- Any concerns or ideas that have emerged on how to prevent/reduce change resistance?
- Discuss next steps for supporting supervisors

Meet/Follow-up with supervisors

- Provide talking points based on the meeting minutes from the latest ctcLink team meeting to supervisors to share at their team meeting.
- Connect with the supervisors one-on-one who are having trouble communicating about ctcLink with their teams.
- If they wanted monthly meetings, hold a monthly meeting. Make sure at the end of each meeting, the agenda for the next is established. This will ensure the agenda items are relevant and of interest to the supervisors.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Support ctcLink Special Interest Groups

- Check in with the special interest groups, e.g., faculty or executive assistants.
- Make sure groups have the ctcLink talking points based on the meeting minutes from the latest ctcLink team to share with constituents.

Executive Leadership Potential Agenda Items

- Provide summary of supervisor meeting.
- Provide summary of timing discussion among the ctcLink team for the quarter of go-live (e.g., when offices will be closed, last day to do different business processes).
- Provide talking points based on the meeting minutes from the latest ctcLink team meeting.
- Brainstorm expected resistance and identify actionable strategies to mitigate the resistance
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

MAY 2021

The ctcLink project continues to be engaged in data validation. Since there will likely be no new information to report, use May as a time to help people get to know some features of ctcLink and/or address rumors, if applicable.

Communication

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc.

Dear College Community,

As we learn more about ctcLink, I am getting excited about how we will be able to serve our students better. The learning part is a steep curve and will be for some time—but totally worth it!

[Highlight a feature—Here is an example: I want to share with you a feature of ctcLink PeopleSoft that will be a significant improvement for our students. ctcLink PeopleSoft offers Academic Advising Reports (AAR). The AAR identifies the courses needed to complete the degree or certificate program, the total number of units (credits) along with graduation requirements. From this AAR, students will be able to choose the courses they want from the list on the report and add them to their term-by-term planner as they work with their advisor to set up their Educational Plan. From the planner they will be able to view the class sections available for the term and choose a class section to add to their shopping cart. When enrollment opens, they can then register for all the classes in their shopping cart.]

Thank you all for the work you do to serve our students.

Sincerely,

Executive Sponsor

Dear College Community,

College will be live with ctcLink in [***] days! Listed below are a few facts to keep in mind about ctcLink:

- ctcLink is a suite of technology solutions. PeopleSoft is the primary solution and includes three pillars: Campus Solutions, Financial Management, and Human Capital Management. ctcLink also includes High Point, a mobile application for our students to conduct their college business; 25Live, a room scheduling software for academic and nonacademic scheduling; Online Admissions Application Portal (OAAP), an application to collect student information and payment for admission; and a budget planning tool solution available to colleges about one year after they go live with ctcLink. Colleges have the choice to use CampusCE for continuing education as a part of their ctcLink solutions.
- ctcLink is one instance for all 34 community and technical colleges in Washington State. Therefore, all 34 community and technical colleges have to use ctcLink similarly. This will require us to change our business processes.
- We will all get a ctcLink ID, replacing our current employee and/or student ID. Each person only has one ctcLink ID. Those of you who are affiliated with another Washington State community or technical college that is already live on ctcLink, you have your ctcLink ID. When we go live with ctcLink, you will use that same ctcLink ID to log into your [college's] ctcLink account.

- The Washington State Board for Community and Technical Colleges (SBCTC) ctcLink Project Team provides regular updates on their [blog](#). If you haven't already subscribed, please do so by following the link http://lists.ctc.edu/mailman/listinfo/ctclink-news_lists.ctc.edu.

This is a busy time. I appreciate your dedication in making sure this academic year, 2020-2021, continues to be successful.

Sincerely,

Executive Sponsor

Coalition-Building

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Brainstorm ctcLink features you can highlight.
 - Discuss strategies to involve faculty members in communicating about ctcLink with students—See [ctcLink Student Communication Resource Guide](#)
 - Are you meeting the milestones for your project – what are the concerns?
 - Are the SMEs feeling supported in their data validation work?
 - Plan for end of data validation celebration – end of June beginning of July.
 - Discuss next steps for supporting supervisors

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Provide talking points based on the meeting minutes from the latest ctcLink team meeting to supervisors to share at their team meeting.
- Connect with the supervisors one-on-one who are having trouble communicating about ctcLink with their teams.
- Review draft timeline for go-live quarter with supervisors and get their feedback.
- If they wanted monthly meetings, hold a monthly meeting. Make sure at the end of each meeting, the agenda for the next is established. This will ensure the agenda item are relevant and of interest to the supervisors.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Provide summary of supervisor meeting, if you are holding them monthly.
- Provide talking points based on the meeting minutes from the latest ctcLink team meeting.
- Provide a feature highlight to the executive leadership team.
- What are people hearing from their Council and Commission meetings?
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a report about the college's ctcLink involvement. Potential items to include are the go-live date for your college, an overview of activities, reminder of student and employee benefits from ctcLink, and the college's ctcLink project structure.

JUNE 2021

Data validation is wrapping up and the Washington State Board for Community and Technical Colleges ctcLink project team is working on the final stages of data validation.

2020-2021 has been a year of change and that theme will continue into the next academic year. Help the college community prepare for the change by communicating timelines and what will happen over the summer.

Communication

To help people feel more in control of their work, it will be good to communicate early what to expect during fall quarter due to ctcLink go-live activities.

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc.

Dear College Community,

As we come to the end of the 2020-2021 academic year, I am reflecting on all of the exceptional and tremendous work we have done to serve both our current and future students. Thank you for your service to our students and community.

[College's] ctcLink team has been preparing for the summer and fall quarters' ctcLink activities. I wanted to give you the dates and deadlines of activities for processing our business transactions during fall quarter as go live.

These dates and deadlines were developed based on a lot of [college] input as well as lessons learned from the colleges who have already gone live with ctcLink. [These dates and deadlines will also be posted to the intranet.]

- Legacy system will be unavailable: <beginning September or October>

- Business Office - Last Date to Submit Purchase Order in Legacy – If you have links to more directions, be sure to add those hyperlinks
- Student Services – Last Date to make change to student record before Go-Live
- Human Resources – Last Date to make changes, e.g., report leave, report hours for hourly before Go-Live
- Offices Closed
- Go-Live – [date]

Please join me in thanking those who are working throughout the summer to make sure our transition to ctcLink will be seamless!

Sincerely,

Executive Sponsor

Dear College Community,

As we come to a close of this momentous academic year, I want to take this time to say thank you! Not only did we have to change how we serve our students and community in every way, we also engaged in activities that prepare us for our transition to ctcLink this coming fall. Thank you for your work and service to our students.

Over the summer, many of our colleagues will be engaged in training and User Acceptance Testing (UAT) of ctcLink. UAT provides an opportunity for [college's] system users to explore ctcLink's features and determine how best to use those features after go-live.

This process allows system users to use ctcLink BEFORE it is deployed and to collaborate with departments throughout the college on how we will change the way we do business.

I am grateful to work with such a wonderful college team!

Sincerely,

Executive Sponsor

Coalition-Building

Help people know what to expect for summer and fall quarters.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - Are the SMEs feeling supported in their data validation work?
 - Plan for end of data validation celebration – end of June beginning of July.
 - Discuss next steps for supporting supervisors.

Follow-up with supervisors

- Provide talking points based on the meeting minutes from the latest ctcLink team meeting to supervisors to share at their team meeting.
- Connect with the supervisors one-on-one who are having trouble communicating about ctcLink with their teams.
- If they wanted monthly meetings, hold a monthly meeting. Make sure at the end of each meeting, the agenda for the next is established. This will ensure the agenda items are relevant and of interest to the supervisors.
- Send the following email to supervisors:

Dear Supervisors,

Thank you for your partnership in preparing the college to go-live with ctcLink on [date]! Your feedback and support make all the difference in the progress we are making to ensure we are successful.

To effectively convert from our current system to ctcLink, the financial books need to be balanced before the transition to PeopleSoft. The college will not be able to do some activities pertaining to Business Services and Human Resources during this period of time, not even on paper. This means there will be no financial transactions when we are between systems. In a few cases, departments can collect information manually and make changes in PeopleSoft when it is up and running. This impacts student class drops, payroll, purchasing, travel, etc. In addition, all staff in [business services and human resources], along with many key staff in [student services, instruction, and continuing education] will be busy during October with final pre-go-live activities.

I wanted to share with you the final business process timeline for our go-live activities. We were able to incorporate much of your feedback into the timeline--Thank You!

- **Date** – Last day to issue fall work-study referrals. Allows for one week to apply and one week for background checks before deadline.
- Month of October – No new Purchasing. Cut all checks before the system is down. No payroll pending. Financial Aid will be conducting year-end close activities in addition to ongoing and other work.
- **Date** – Last day for submission of travel advance requests. Procure Plus set to view only. Can track travel on paper and enter after go live. Begin closing out all Purchase orders.
- **Date** – Take Financial Aid eForms out of production for IT Services to update for dual system processing. Last day to accept financial aid debt payments.
- **Date** – Time sheets must be in on time. There will be no hand-drawn checks, so employees who have not submitted their time sheets will not receive their check until the Nov 10th pay-date.
- No new employees will be processed from date1 to date2. All new employees will start November 1st if not started by October 1st-15th pay period. This includes work-study students.
- **Date** – Last day for all enrollment transactions.
 - No adds, drops, withdrawals, etc. This could impact finance which will be closing out.
 - No repackaging in financial aid.
 - No more finance related activities beyond today.
 - Last day any Purchase Orders will be processed.
 - Last day for drop for non-payment

- **Date** – Web transaction server down and no **Cybersource**.
 - Campus CE – No more transactions (no changes to SMS, no **Cybersource** to use).
 - All travel advance checks will be run this day.
 - Cashiering process all refunds and close all batches.
 - Financial Aid – Reconcile discrepancies (similar to year-end)
 - Student Affairs can collect paper documents to process in PS
- **Date** – Business Services will cut all checks before system is down, including student loan checks. Some checks will not be distributed immediately.
- **Date** – Close October financial books.
- **Date** – The legacy system (HP3000) will be taken down.
- **Date Range** – Conversion to PeopleSoft
- **Date** – Go Live on PeopleSoft, FAM, CyberSource – All offices closed to public (**date range**). We will continue to have classes. The following activities will be taking place:
 - Data Entry
 - Enter blanket purchase orders and any pending purchase orders (estimated to be approximately **1,000**)
 - Student updates: DOB, names, completed milestones, residency
 - Student class withdrawals – Process. Need to note those that are Running Start. They will need to be processed for the monthly billing.
 - Human Resources update default schedules
 - Employees sign into PeopleSoft
 - Walk through business processes
 - Verify security access
 - Customize / favorites
- **Date Range** – Employees will be accessing PeopleSoft
- **Date Range** – Plan for limited staffing for all offices
- **Date** – Students will have access to PeopleSoft
- **Date** – Business Services and Human Resources activities will resume.

The college community will still have access to the following applications throughout the GoLive schedule:

- Canvas
- Active Directory
- Paper Cut
- Outlook
- 25Live

Department credit cards can still be used (but we will not be increasing credit limits to compensate for no POs). If you have questions, please contact [one or more people].

Please share this information with your teams in a way that is most meaningful for their work. I appreciate your support and partnership. If you have concerns or questions, please do not hesitate to contact me.

Sincerely,

Executive Sponsor

Executive Leadership Potential Agenda Items

- Provide summary of supervisor meeting, if you are holding them monthly.

- Plan for celebration of ctcLink teams and subject matter experts.
- Discuss and resolve any issues with the timeline decisions for Fall 2021 go-live.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

JULY 2021

Your college’s subject matter experts are getting ready for user acceptance testing. They will be doing data clean-up from the data validation work and training for user acceptance testing (UAT). UAT activities are scheduled to commence at the end of the month.

Now is a great time to celebrate your ctcLink team!

Communication

This month’s communications aim to build transparency and relevance of the ctcLink project to those working over the summer, but not necessarily working on the ctcLink project.

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc.

Dear College Community,

[College] will be live with ctcLink in [***] days! We are working hard to make the transition to ctcLink.

Listed below are a few highlights of work we have been doing:

[Include few bullets about what college’s steering team is talking about, high level change management strategies, special department highlights, etc.]

Thank you to all of you who are spending your summer serving students and getting us ready for a successful go-live with ctcLink!

Sincerely,

Executive Sponsor

Dear College Community,

As you may know, [College] is one of eight colleges in the Washington State Community and technical college system to go live with ctcLink this fall, in deployment group five (DG5).

The DG5 project managers, subject matter experts, and executive sponsors have all been partnering throughout the last 10 months to consolidate knowledge and resources. Different groups from our colleges have formed [knowledge networks] to partner in learning multiple ctcLink functional areas. I am grateful for these partnerships.

Here are reminders about a few basic functions we will do in ctcLink as employees:

- You will use a new ID, your ctcLink ID, when you log into ctcLink. For people who also belong to other college communities who currently use ctcLink, your ctcLink ID for [college] will be the same ctcLink ID as you use for the other college.
- Your leave balances and requests will be processed in ctcLink, including sick, vacation, personal days, bereavement, etc. For hourly employees, you will document hours worked.
- ctcLink will process all aspects of the Purchasing and Travel processes. [These processes may have to change to due to the functionality of ctcLink.]
- Class rosters and grading will be done in ctcLink.
- Adjunct faculty contracts will be processed in ctcLink: issued, dean approval, and accepted by instructor.
- [List any other functions you or other ctcLink team members are receiving questions about and/or like to highlight.]

Canvas, our learning management system, will not be affected by the transition to ctcLink. We will continue to use Canvas. In fact, there will be no downtime in Canvas during the go-live to ctcLink process.

[Include/name any other major systems that will continue to be in operation, e.g., Starfish, EAB, Salesforce, etc.]

A lot of activity and work is happening! Thank you for all of your time and excitement for this new suite of tools to better serve our students and you.

Sincerely,

Executive Sponsor

Coalition-Building

Time to celebrate the people who make it all happen!

As the college gets ready for UAT, ctcLink leaders and supervisors need to partner to turn change resisters into ctcLink supporters. Help people understand that the UAT activities need to begin as soon as possible because the completion of one activity is dependent on the testing of another activity.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?

- Discuss strategies to make sure that as the SMEs begin user acceptance testing (UAT) as soon as possible. Much of the UAT steps are dependent on other UAT steps. If one department delays beginning their UAT activities, it will likely delay UAT work. Prior deployment groups shared that their lesson learned was to be diligent about starting the UAT work assigned as soon as they are able. **One of the most impactful ways to keep the UAT work a priority is to identify and connect with the individuals and teams that are reluctant to engage in the ctcLink-related work before the work begins.**

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Anticipate where the change resistance is related to the UAT work. Partner with supervisors to get support from teams.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.

Celebrate

- Hold the celebration for those who have participated in any aspect of ctcLink.
- Provide the opening and closing thank you.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Provide an overview of user acceptance testing.
- Encourage them to attend and be a part of the ctcLink Thank You Celebration.
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

AUGUST 2021

User Acceptance Testing (UAT) is in full swing. According to the Washington State Board for Community and Technical Colleges ctcLink Project Team, “UAT is a critical and necessary step to a successful ctcLink go-live. The [Subject Matter Experts] SMEs will test all aspects of their college’s instance of ctcLink, allowing SMEs to assess and improve ctcLink functionality as it relates to their local business processes, as well as to determine the accuracy of data and users’ level of access (i.e., users’ security roles) in the system.”

Communication

UAT is a critical step to preparing to go live in ctcLink. The college community should be aware of the workload. Many people who get the college ready for fall quarter and bringing back the students and faculty will be busy with UAT activities.

The best communication strategies use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Please use the content from the following executive sponsor email template in other ways, such as a college newsletter, president email, etc.

Dear College Community,

We are getting closer to Go-Live with ctcLink—only [***] days to ctcLink Go Live!

I am tremendously proud and inspired by the work of so many—making sure [college's] transition to ctcLink is successful.

Many of our colleagues [are beginning / began] User Acceptance Testing (UAT) in ctcLink on [day of the week], [date].

UAT is an opportunity for primary ctcLink system users to test the system and help prepare us for doing our work in ctcLink post go-live.

“UAT is a critical and necessary step to a successful ctcLink go-live. The [Subject Matter Experts] SMEs will test all aspects of their college’s instance of ctcLink, allowing primary SMEs to assess and improve ctcLink functionality as it relates to their local business processes, as well as to determine the accuracy of data and users’ level of access (i.e., users’ security roles) in the system.” ~ [ctcLink Connect](#)

UAT is scheduled from [date range] and is organized into two “sprints.”

I am amazed daily that this level of work is occurring while still getting the normal college business work done.

Please join me in offering both gratitude and patience to our SME colleagues and their teams as they work to transition us to ctcLink and complete normal work responsibilities in service to students.

<Call out specific names and teams at your college, as appropriate.>

Sincerely,

Executive Sponsor

Dear College Community,

Only [**] days to go live with ctcLink! I want to thank so many of you who are actively engaged in the user acceptance testing (UAT)!

Our colleagues who work in [student services], [business services], [instruction (faculty workload)], and [human resources] have been testing our business processes while simultaneously learning ctcLink. They are now completing the first sprint (phase) of user acceptance testing and will begin the next (and final) sprint on [Monday, August 30].

I encourage you to thank your colleagues involved in the implementation activities of ctcLink. They are putting extraordinary effort into improving our students' experience. Change is difficult for all of us and these colleagues are doing the heavy lift for our students and the rest of us right now. I personally would like to acknowledge [list of people or groups who have gone above and beyond].

I want you to be aware of the timeline of events that may impact you. Listed below is a high-level schedule of events for your awareness and planning purposes:

- User Acceptance Testing, Sprint 1: July 28 – August 23, 2021 estimated
- User Acceptance Testing, Sprint 2: August 30 – September 27, 2021 estimated
- Preparing Files for ctcLink Go-Live Dry Run: September 2021
- ctcLink Go-Live Dry Run: September 2021
- Go/No Go Decision by Washington State Board for Community and Technical College ctcLink Steering Committee: Tuesday, September 21, 2021
- Legacy system will be unavailable: <beginning September or October>
- Business Office - Last Date to Submit Purchase Order in Legacy – If you have links to more directions, be sure to add those hyperlinks
- Student Services – Last Date to make change to student record before Go-Live
- Human Resources – Last Date to make changes, e.g., report leave, report hours for hourly before Go-Live
- Offices Closed
- Go-Live – [date]
- Employees Activate ctcLink Account – [date]
- Students Activate ctcLink Account – [date]
- Students Register for Winter Quarter – [date]

Overall, the project is progressing well. While there are opportunities for improvement and areas where we had hoped to be further along, I want to acknowledge this is a substantial amount of change during less than perfect circumstances.

I appreciate how far we have come in preparing for this significant change because of the work of so many of you, especially as we work so hard to improve our systems. Thank you.

Sincerely,

Executive Sponsor

Coalition-Building

Completion of each business process in the user acceptance testing is tracked by the SBCTC ctcLink project team. The percent of tests complete could be provided weekly. If this information is available, it should be shared and celebrated.

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:

- Are you meeting the milestones for your project – what are the concerns?
- Share the percent of user acceptance tests complete.
- How is the college doing on the readiness indicators?
- Discuss strategies to make sure that as the SMEs begin user acceptance testing (UAT) all participants will begin the work as early as possible. Much of the UAT steps are dependent on other UAT steps. If one department delays beginning their UAT activities, it will likely delay UAT work. Prior deployment groups shared that their lesson learned was to be diligent about starting the UAT work assigned as soon as they are able. One of the most impactful ways to keep the UAT work a priority is to identify and connect with the individuals and teams that are reluctant to engage in the ctcLink-related work.

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Share the percent of user acceptance tests complete.
- Partner with supervisors to get any delays in UAT back on track.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share the readiness categories and indicators.
- Share the percent of user acceptance tests complete.
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

SEPTEMBER 2021

September is a pivotal month!

- Faculty members return. You may want to use the welcome back session to share what to expect over fall quarter with ctcLink go-live activities.
- Training for non-power users needs to take place.
- Go-live readiness indicators are being assessed regularly with the SBCTC ctcLink project team.
- The college will recommend to go-live or not go-live to the Washington State ctcLink Steering Committee based on the readiness indicators.
- The Washington State ctcLink Steering Committee will decide whether DG5 colleges will go live at their September meeting.

It is a busy month.

Communication

You may want to increase the frequency of your communication to weekly. Things are happening so fast.

Remember to use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc. You may even decide to do short videos to provide highlights of the updates.

Dear College Community,

Our college will be serving our students and community with the ctcLink tools in ** days! I want you to know about the decision-making process to go live with ctcLink.

1. **Regularly assess the ctcLink go-live readiness indicators:** Over the past couple of months, [project manager], [maybe President?], and I have been meeting regularly with the Washington State Board for Community and Technical Colleges (SBCTC) ctcLink project team to review our readiness to go live with ctcLink on [date]. The readiness indicators are organized in the following categories: [data, security, testing, training, business process transition readiness, college support plans (e.g., help desk plans), communication, and change management—these were DG4’s readiness categories, DG5 may be different].
2. [College] decides to Go Live on [date]: [Our ctcLink team] will assess whether we have met the indicators now and whether we expect to meet them by go live. On September **, 2021, President [Name] will make the decision to go live informed by completion of the readiness activities and [project manager] and my recommendations [it could also be the college’s ctcLink team or something else].

3. **Washington State ctcLink Steering Committee decides to Go-Live/No Go-Live:** The Washington State ctcLink Steering Committee—comprised primarily of ctcLink executive sponsors from colleges throughout Washington State, commission representatives, and SBCTC leaders—will consider all of the colleges’ decisions in our deployment group as well as the completion of readiness activities. On [September 21, 2021] the Washington State ctcLink Steering Committee will make the Go/No Go decision.

The SBCTC ctcLink project team is supporting us to become ready and will partner with us through the go live activities. I feel confident in this process and grateful for SBCTC’s support.

As the last sprint of user acceptance testing is still occurring, please show gratitude for those doing this work by thanking them and being patient. I appreciate the significant work and sacrifice required to get us where we are today. Thank you!

Sincerely,

Executive Sponsor

Dear College Community,

I want to remind you all about the ctcLink training available to you. [Training could look different from the time this email template was written—so be aware!]

People who have been involved with the preparation activities to go-live with ctcLink have been receiving training in real time. However, many of us have not taken the training yet. Please take time, especially before the quarter begins, to enroll and complete the training recommended for you. Many of the trainings are self-paced.

The participation in the training will help us collaborate with our colleagues and better support our students as we learn to use ctcLink.

To access the training, please go to the [Washington State Board for Community and Technical Colleges (SBCTC) ctcLink Implementation Calendar or college website].

Sincerely,

Executive Sponsor

Dear College Community¹,

The countdown to go-live is official now: [**] days and counting! The Washington State Board for Community and Technical Colleges (SBCTC) ctcLink Steering Committee has voted “GO-Live” on ctcLink for [college name] on [date].

Going live with ctcLink is exciting for our college community, especially our students. The work we have accomplished to get here is remarkable.

[Go-live date] doesn’t mark the end of our ctcLink project, but it does signal a critically important milestone of beginning to use ctcLink PeopleSoft to do our college business. Our project will continue as we activate employees and students on the system, help them learn how to navigate the system’s

¹ Used content from Tim Wrye’s, ITS Executive Director and CIO, Highline ctcLink Project Executive Sponsor email to Highline College on Tuesday, January 12, 2021 at 2:56 p.m. PST. See Appendix B.

functionality, and assess how our internal business processes need to be refined to efficiently work in the new ctcLink environment.

Many of our college services will be closed and not processing transactions. Our colleagues in these departments need to focus on preparing the systems for go-live, training, and, then once we are live, ensuring ctcLink is stable to process our services. Please check out the ctcLink website for the closure dates.

Using the ctcLink system will be a big change for our college and work processes. The project has been – and will continue to be – a challenge as we work through this change, knowing that not all will be perfect with the system on [date]. I'm confident about our continued ability to work together and deal with any glitches.

Please be patient and extraordinarily kind with those who are working on the ctcLink project, especially those in [business, human resources, student services, continuing education, instruction, and information technology services]. They are working countless hours to make ctcLink happen.

This is an exciting time! And, I really appreciate [project manager] leadership, as well as the members of the [college ctcLink steering team]. Thank you to so many who have worked tirelessly to advocate for students and employees to have access to better technology solutions. Thank you for your work and support.

Sincerely,

Executive Sponsor

Dear College Community,

As we welcome students back to [college], I want to share with you the ctcLink outreach we are doing with students.

Students are receiving information about ctcLink in multiple ways. Our approach to student communication is "Just in Time." For the latest information, please check the [college's student ctcLink website]. If you work with students, please familiarize yourself with these communications. [These are just ideas based on the ctcLink Student Communication Resource Guide: Printed student communication have been distributed throughout the campus(es). The monitors have ctcLink information on them now as well. Students will begin to receive weekly emails about ctcLink coming soon and the changes about how to use their student account.]

We are asking faculty members to help us communicate as well. Provide the description.]

If you have questions, please do not hesitate to contact student communication lead.

Sincerely,

Executive Sponsor

Coalition-Building

By now we have to have our coalitions in order!

Executive Sponsors, remember to reflect on your sponsorship activities using the bulleted list on page 6.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - How is the college doing on the readiness indicators?

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Executive Leadership Potential Agenda Items

- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share progress on the readiness categories and indicators
- Provide summary of supervisor meeting, if you are holding them monthly.
- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a written summary of college's ctcLink go-live readiness to be included in the board report. Include the go-live decision-making process.

OCTOBER 2021

Go-live is quickly approaching and you are all very busy doing high-stakes work! A go-live dry run is happening. The dry-run will provide an indication of how much clean-up work will be required post go-live.

As the go-live month is the crescendo of this change process, help those around you keep calm and focused on the tasks.

A ctcLink executive sponsor from one of the colleges said, "Everything that was broken at the

college, unrelated to ctcLink, was spotlighted the month before go-live and the month after go-live.”
Your coalition-building efforts will prevent much of what that executive sponsor experienced.

Communication

Do not underestimate the power of communication. Use multiple ways to communicate expectations and timelines. Use other groups to help communicate, e.g., faculty members to communicate with students and supervisors and peers to communicate with their teams.

Remember to use multiple methods to deliver one message. This strategy is important to build awareness and excitement for the transition to ctcLink.

Use the content from the following executive sponsor email templates in other ways, such as a college newsletter, president email, etc.

Include captioned videos in the communications where you can, even if it is as simple as someone talking. That someone may be union leadership, college leadership, a trusted employee, a college mascot, etc.

Dear College Community,

We are making a lot of progress in our preparations to go live on [date].

Thank you, [ctcLink project team], for working so quickly and fervently with the State Board for Community and Technical Colleges (SBCTC) to get us where we are today. I know and appreciate the extra hours many of you are working. You make the difference!

[If you have a video or a fun image – there would be a good place to put it.]

Here are a few highlights of what to expect in the next week:

[Insert description of a few items people can expect to see. Suggestions may be reminders of communication strategies for students, office closures, website might be different, etc.]

Thank you for your work and support!

Sincerely,

Executive Sponsor

Dear College Community,

We go live with ctcLink PeopleSoft in [] days!** I just can't believe it – it is finally here! I am excited and nervous all at the same time. I hear many of you are feeling this way, too.

I have received many questions about what will happen with students. Classes will not be interrupted. **Please remind students that Canvas will NOT be interrupted.** Beginning [date], students

will not be able to access their online student account to change personal information (e.g., address), drop a class, access their class schedule, etc. The system will be down until [date].

Students will be able to activate their account on ctcLink on [date]. In the meantime, if students have something they need to change or students have questions, please direct them to [website]; go to [physical location]; call [phone number]; or email [email address]. Services that rely on student records, e.g., registration, admissions, financial aid, advising, etc., will not be available to students from [date to date].

I know you all do this already, but I just have to say it: please go out of your way to let students know we care about them and will do everything we can to support them during this transition. Please also reassure our students that this change is going to make the logistics of being a [college name] student *so much better!*

As we are in the height of go-live preparations, I thought it would be good to remind you of the important deadlines again:

- Legacy system will be unavailable: <beginning September or October>
- Business Office - Last Date to Submit Purchase Order in Legacy – If you have links to more directions, be sure to add those hyperlinks
- Student Services – Last Date to make change to student record before Go-Live
- Human Resources – Last Date to make changes, e.g., report leave, report hours for hourly before Go-Live
- Offices Closed
- Go-Live – [date]
- Employees Activate ctcLink Account – [date]
- Students Activate ctcLink Account – [date]
- Students Register for Winter Quarter – [date]

Please do not hesitate to contact me for questions or concerns. As always, I appreciate you and the work you do. I especially appreciate the way we all collaborate to make a difference in our students' lives and in our community!

Sincerely,

Executive Sponsor

Dear College Community,

Only ** more day until we are live with ctcLink! Thank you for all of the support and work you are doing!

Please be aware of our ctcLink support plan. We are not anticipating any issues, but transitioning to ctcLink is a learning process. We want you to be aware of the support we have planned as we learn the new system.

Employee Support Plan

[Provide high level summary of plan.]

Student Support Plan

[Provide high level summary of plan.]

We are almost ready! Thank you for your commitment to the success of the ctcLink project.

Sincerely,

Executive Sponsor

Dear College Community,

[Number] more days to GoLive! This day has been more than a decade in the making and it is finally less than one week away! Go **[College]**!

Our official GoLive date is on **[date]**, as you know. However, only the Subject Matter Experts (SMEs) will be able to get into the ctcLink PeopleSoft system on **[go-live date]**. The rest of us will receive access to the ctcLink PeopleSoft system on **[date]**. **[On the morning of [date], an email will be sent out to the college with the link and instructions on how to login to the system; please look for that email.]**

When you get access to the system, please activate your account and check your personal information. Do not input a financial transaction once you get access to the system, e.g., requisition, travel, or expense, until you have received the okay to do that from **[Name]**.

We will have resources to support your transition to ctcLink PeopleSoft next week. Please review the **employee resources** **[hyperlink resources]** available to you next week.

Please review the **student resources** **[hyperlink resources]** we have available for students next week and share with students. In addition, students will receive an **email** **[hyperlink copy of email]** **[today]**.

As always, I am so encouraged by our collaboration, problem-solving, and perseverance. We have had a few hiccups, especially in **[name issues]**. I cannot say everything is perfect. I can say each day we have overcome, made progress, and provided solutions because of the people on the state's and Clark's ctcLink implementation, steering, and project management teams.

Thanks to each one of you who have served diligently on one or more of those teams!

I believe next week will be full of rewards and challenges as we learn to do our work differently. Please remember to have compassion and patience with yourself and those around you. We all do the best we can do. Thank you!

Sincerely,

Executive Sponsor

Coalition-Building

Help people stay calm and focused.

Listed below are ideas for executive sponsors to connect with the college's ctcLink committee, supervisors, and executive leadership.

College ctcLink committee/team

- Listed below are potential agenda items in addition to the project-related agenda items:
 - Are you meeting the milestones for your project – what are the concerns?
 - How is the college doing on the readiness indicators?
 - Rumors?

Follow-up with supervisors

- Provide talking points from the ctcLink team meeting based on the minutes for supervisors to share at their team meeting.
- Ask supervisors for any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- If applicable, hold the supervisor meeting. Make sure at the end of each meeting, the agenda for the next meeting is developed. This will ensure the agenda items are relevant and of interest to the supervisors.

Connect with Change Resisters

- Connect personally with Change Resisters at the supervisor and executive leader level.
- Follow up with issues supervisors may be having with specific change resisters on their team.
- If the same people are the change resisters, you may need to loop in the resister's supervisor, including the president, for assistance in getting support.

Support ctcLink Special Interest Groups

- Check in with the special interest groups, e.g., faculty or executive assistants.
- Begin conversation about how to reinforce the learning and changes employees will have make with ctcLink.
- Follow-up in any way to help.

Executive Leadership Potential Agenda Items

- Review support plans in place for both employees and students.
- Review the go-live weekend with them. Make sure they know what is expected of them.
- Begin conversation about how to celebrate the members of the college's ctcLink team and all of those who participated.
- Begin conversation about how to reinforce the learning and changes employees will have make with ctcLink.
- Identify any concerns and questions they have in general about going live with ctcLink and the overall process to go-live.
- Share progress on the readiness categories and indicators.

- Discuss Concerns – What are you hearing from your teams?
- What do you need to know to communicate with teams?

Board of Trustees Progress Report

- Provide a written summary of college's updated ctcLink go-live readiness to be included in the board report. Include the go-live weekend activities.
- Review the decisions and supports for college community to transition to go-live with the Board.

CTCLINK POST GO-LIVE

The executive sponsor will continue to serve in their capacity, including communicating, mitigating risk, and supporting coalitions throughout the stabilization period. The stabilization period can be difficult. Listed below are advice and recommendations that may be helpful:

- Continue to communicate weekly or twice monthly with the college community for the next two months. Include the following:
 - Directions on how to activate and check their personal information in ctcLink.
 - Remind the college community about the closures and that your service departments people are very busy and cannot support normal operations just yet.
 - Provide summaries of accomplishments and outstanding issues.
 - Define and estimate a schedule for ctcLink stabilization and optimization:
 - Stabilize the use of the technology, making sure the technology is working as it should. For ctcLink, you may also want to include people utilizing the new business processes and not reverting back to elements of previous business processes.
 - Optimize the use of ctcLink. Once the technology and business practices are stabilized, you will want to make improvements to the business processes and technology.
- Pay attention to financial aid employees because they will be dual processing for the remainder of the academic year.
 - Financial aid will be doing more than twice the amount of work as they also have to learn the new system. Check in with the lead of financial aid.
 - During April, May, and June follow-up with financial aid to show your support. While the rest of the college functions should be stabilized with ctcLink, financial aid will only be beginning stabilization as they move into the 2022-2023 academic year.
- Continuously monitor and share ctcLink accessibility updates.
- Meet with supervisors to find out how it is going and how you can support them in reinforcing the use of ctcLink with their teams.
- Connect with the special interest groups and union leadership to see how they are doing and how you can support them and their constituents in the change process.
- Continue to meet with ctcLink committee/team and have “reinforcing the change to ctcLink” as a regular agenda. You may consider incentive systems.
- Provide weekly updates to the executive leadership team. Ask them how it is going and for their partnership in reinforcing the change with their teams.

APPENDIX A: SAMPLE COMMUNICATION

From: Tim Wrye <twrye@highline.edu>
Date: Tuesday, January 12, 2021 at 2:56 PM
To: Delta Dog <deltadog@highline.edu>
Subject: Great news for ctcLink project

Highline Colleagues,

I'm excited to share that during a meeting earlier this afternoon, the ctcLink Steering Committee* gave us the green light for Go-Live on February 8, the date when Highline begins using ctcLink as our system of record. The "Go" decision — as opposed to "No-Go" — is one we can all be proud of.

During the meeting I had the distinct honor of praising Highline's ctcLink [Project Team](#), led by ctcLink project manager Pat Daniels, and our dozens of [subject matter experts](#) (SMEs) for their hard work bringing us to this point. For the past 10 months in our journey to ctcLink, they have had the unprecedented challenge of doing this work remotely. Pat and Dr. Mosby were also in attendance and voiced their appreciation of the efforts of so many of our college staff in this work. Join me in thanking them for their extraordinary effort and accomplishments.

February 8 doesn't mark the end of our ctcLink project, but it does signal a critically important milestone of beginning to use ctcLink PeopleSoft to do our college business. Our project will continue as we activate employees and students on the system, help them learn how to navigate the system's functionality, and assess how our internal business processes need to be refined to efficiently work in the new ctcLink environment.

Although most of the hard setup work is behind us, we have critical work still ahead of us. We will be closing out activities in many of our legacy systems (e.g., FMS, PPMS, SMS) as we transition the data to ctcLink PeopleSoft. I urge to you to view key activities, deadlines and closures on the new [Timeline Road Map](#).

Using the ctcLink system will be a big change for our campus and work processes. The project has been — and will continue to be — a challenge as we work through this change, knowing that not all will be perfect with the system on February 8. I'm confident about our continued ability to work together and deal with any glitches. As the past 10 months have clearly demonstrated, we are nothing if not resilient and adaptable.

In 27 days (17 working days!), we will begin to see the benefits of our hard work. On behalf of the entire Highline ctcLink Project Team, thank you.

Tim

Tim Wrye
ITS Executive Director and CIO
ctcLink Project Executive Sponsor
highline.edu/ctcLink

[sent to faculty and staff lists]

**The ctcLink Steering Committee is a statewide group charged with maintaining the ctcLink schedule (among other things).*

APPENDIX B: CTCLINK FOR MANAGERS

ctcLink for Managers: What to Know and What to Do to Get Your Team Through the Transition | BELLEVUE COLLEGE

ctcLink is the state-wide implementation of a data management software called PeopleSoft. It will replace the HP and provide students, faculty, and staff real-time access to college business processes. Every employee in the SBCTC system will be affected, and it is up to you to make this a successful transition.

Implementing ctcLink will require college employees and departments to evaluate and change the way business is conducted, including policies and processes, the technology and tools used, as well as employee roles and responsibilities. The software used by staff to conduct their work will change across campus for most departments when ctcLink goes live.

Understand behaviors and let go of old ideas during the implementation process of this project. Managers are critical in modifying these behaviors and beliefs.

This document is intended to answer your questions and provide actions you can take to ensure the individuals on your team are prepared to transition.

Business Reason for the Change

<p>Why are we changing?</p>	<p>The HP is 1970s-era technology. Think of it as going from an old clunky cell phone to a newer model.</p> <div style="text-align: center;">  <p style="text-align: center;">We are here We are going here!</p> </div> <p>As a college we are committed to student success. Moving to ctcLink will improve and increase student access to services and will provide additional tools for employees to meet student and job-related needs.</p>
<p>Who & What</p>	<p>Nearly 300 business processes have been analyzed, and have revealed the following changes:</p> <ul style="list-style-type: none"> • <i>All college employees:</i> <ul style="list-style-type: none"> ○ Time and leave reporting will change. ○ Employees purchasing and traveling – business processes and technology will change. • <i>Human Resources, Administrative Services, Student Services, and Instruction offices:</i> <ul style="list-style-type: none"> ○ High impact: Almost all business processes will change. Technology will change. • <i>Faculty:</i> Grades, class permissions, advising impacted. • <i>Students:</i> <ul style="list-style-type: none"> ○ Technology will change. ○ Mobile application available. ○ More information. • <i>External stakeholders:</i>

	<ul style="list-style-type: none"> ○ High schools and agencies – application to college changing. Transcripts changing. ○ How accounts receivable/invoicing is completed and looks will change.
Benefits for the College	<ul style="list-style-type: none"> ● Ability to access information from anywhere at any time ● A more modern way to do business, consistent across the entire CTC system ● Ability to examine the way we work and analyze the business processes for efficiency, equity, and accessibility ● Keep up with our tech savvy students ● Ease of use – Students more likely to complete admissions and registration, and financial aid. ● Ability to provide students and employees with more information should allow employees more time to assist students. ● Availability of prior student education provides a comprehensive look for completion. ● Value-added functionality for employees to update their personal and payroll information. Improved employee experience.
Benefits for Employees	<ul style="list-style-type: none"> ● Access to information at any time, from anywhere ● Self-service online tools to manage personal information ● Online, integrated suite of financial tools ● Ability to create automated workflow processes ● Descriptions of available software codes ● Search capability on multiple fields and multiple methods ● Automation ● Updated reporting
Benefits for Students	<ul style="list-style-type: none"> ● A set of mobile-friendly tools, common across the entire CTC system ● A single ID and student record, common across the entire CTC system ● 24/7 access to an online student center where students can: <ul style="list-style-type: none"> ○ register for classes ○ manage financial aid ○ view grades ○ update personal information ○ and much more ● Ability to see more information regarding student education at other ctclink colleges ● Single login page with access to their student center ● Students can, in one central location: <ul style="list-style-type: none"> ○ Add a preferred name ○ Update ethnicity, address, phone, and email ○ See courses and grades taken at all colleges in the WA CTC system ○ Pre-select courses for a quarter and add to a shopping cart for quick registration at assigned time ○ See tasks, holds and to dos, with descriptions of what they are and what they need to do ○ Receive and review messages sent through ctclink ○ View F/A awards and disbursement dates, accept or decline financial aid awards, see Satisfactory Academic Progress Status with explanation ○ View class and exam schedule ○ Enroll in classes by program requirements ○ Drop and Swap classes ○ View charges due and make payments ○ View courses with Low Cost or No Cost Textbooks (OER)
Potential risks	<ul style="list-style-type: none"> ● Loss of enrollment, therefore funding. ● Loss of employees due to stress of change. ● Unhappy students. ● Employee confusion and frustration.

	<p>Currently we have 110 Supplemental Systems identified. At least 17 of those systems will no longer be used. ctcLink will replace the following systems, perhaps more:</p> <ul style="list-style-type: none"> • Registration block • BC Online Financial Aid Application • ByRequest • Course History Lookup Tool • COURSE Web Service • Credit Card Payment • Data X • Degree Audit • Employee Earnings & Leave • Entry Codes • FAM (Student Financial Aid Portal) • Financial Aid disbursement via Higher One • FMS Query • Instructor Briefcase • Lookup schedule, grades, or receipt • PIN change tool • Rave? • Registration time lookup tool • Schedule Planner • Selective Admission Web Service • TLR • Transcript Request, unofficial
<p>Opportunities for improvement</p>	<p>The State Board is turning off access to editing the HP when we go live with ctcLink. It will no longer be supported and maintained. HP Data will be accessible to view, but not edit.</p> <p>The current HP system limits our ability to provide students and employees with modern resources. Here are a few examples of the new opportunities provided by ctcLink:</p> <ul style="list-style-type: none"> • Contact and communication with students through the software, using workflows, checklists, messages, service indicators, milestones, and activity guides. • Provides explanations and directions for holds and to dos. • Electronic workflows for purchasing and travel providing employees and managers the ability to approve expenses electronically.

Roles & Expectations

	<p>Employee Expectations and Responsibilities: In combination with the leadership of Pillar Leads and the Project Management Team, employees will learn the functionality of ctcLink and determine and document appropriate business procedures through the change analysis process. In addition, they are responsible for:</p> <ul style="list-style-type: none"> • Recognizing to ask for additional information to learn the functionality of ctcLink. • Taking the initiative to locate and use resources to improve team ctcLink business processes. • Thinking critically about the nature of knowledge needed to improve ctcLink business processes. • Understanding, managing, and taking responsibility for one's learning and behavior through ambiguity and uncertainty. • Collaborating with other employees and departments as needed to change and to optimize work processes required to successfully implement ctcLink.
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	<ul style="list-style-type: none"> • Working with their supervisor by communicating their needs for sufficient time to complete tasks, analyze changes to their roles and learn the new system through training. • Communicating new learnings to the Pillar Lead and/or Project Manager for incorporation into the change action plan. <p>Managers and Pillar Leads are responsible for:</p> <ul style="list-style-type: none"> • Supporting employees by allocating and prioritizing the necessary time for ctclink-related work, analysis, and trainings. • Recognizing when employees need information and asking for that in advance. • Collaborating with other employees and departments as needed to make changes and optimize work processes required to successfully implement ctclink. • Providing an atmosphere of collaboration and support. • Ensuring that areas of change are documented as outlined in the change action plan.
	<p>As a manager of people who use the HP, you are a:</p> <p>Communicator – regularly share the reason and vision behind the move to ctclink, and the impacts. Employees want consistent messaging to include what’s in it for them, including the expected benefits for the college and their department. Listen and allow discussion. These critical success factors will allow employees to receive and internalize the information.</p> <p>Liaison – Provide input to the college project manager through engagement in BPFG sessions, data validation exercises, user acceptance testing, training development. This will allow employee needs and feedback to be heard by the project team and will allow you to be in-the-know about project details and milestones of which your employees need to be aware.</p> <p>Advocate – Play a visible role by leading by example. Walk the Walk. To do this, proactively obtain timely information and complete details to share with your team. Attend training and project events even if it’s not directly relevant to your job responsibilities. Speak positively about the process and transition and engage in project activities.</p> <p>Resistance Manager – Statistically you are the best person to identify and mitigate employee resistance. Understand the root cause, remove barriers, and have those difficult conversations with employees. This will increase desire to participate. Keep the project manager updated on resistance within your team and strategize together on a solution.</p> <p>Coach – make yourself available to listen to concerns, answer questions and note the impact of change on employees. Help employees understand how and why to change their patterns to maximize efficiency of the software. Articulate how employee contributions support the transition, remove barriers, and identify solutions to resistance.</p>

Impact

<p>Known & Unknown changes</p>	<ul style="list-style-type: none"> • Staffing Changes • Staff Organization • Job Descriptions • Local Configuration Requirements • ctclink data guides • Policies • Procedures • Desk Guides • Work Around
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	<ul style="list-style-type: none"> • College Administrative Policies • Forms/Documents • Instructions (for Students, PS Menu Configuration, front-line employees, other?) • Contracts • Supporting Systems • Reports (Queries) • Ad Hoc/Other Queries to Build • Communications • Marketing/Website • New Skill Set • Training Needs – Staff, Students, Faculty, Skills • System Familiarization • Employee security <p>Other</p>
Suggested Actions	<ul style="list-style-type: none"> • Present the high-level vision, department changes and unknowns. Use the below list to identify these changes for your team. • Share who and what are impacted by this change and what groups are not impacted. • Describe which processes, systems, mindsets, attitudes, beliefs, or critical behaviors will undergo the most change and what will remain unchanged.

Implementation information

Timeline & Key Dates	<p>Our schedule is dictated by the progress of other deployment groups. SBCTC is unable to confirm dates past Cycle 3, so the dates listed below are approximations. Dates listed are times of heavy project activity and SMEs are asked to block their calendars.</p> <p>Current-State Business Process Mapping (April – July 2020) Business Process Fit Gap Configuration Sessions (August – December 2020)</p> <ul style="list-style-type: none"> - Last session is December 11, 2020 - Last homework file due January 20, 2021 <p>Data Validation Cycle 1 & 2</p> <ul style="list-style-type: none"> - November 6-Nov 30: SMEs clean up HP data - March 3-5, 2021: Data Validation Workshops led by SBCTC - March 5-March 18, 2021: SMEs do Data Validation activities <p><i>(Note: Dates beyond Cycle 2 are unconfirmed by SBCTC)</i></p> <p>Data Validation Cycle 3</p> <ul style="list-style-type: none"> - March 24-April 9, 2021: SMEs clean up HP data - May 17: Data Validation Workshop led by SBCTC - May 18 – June 8, 2021: SMEs do Data Validation activities <p>Parallel Testing</p> <ul style="list-style-type: none"> - Payroll: May 14-June 28, 2021 <p>Data Validation Cycle 4</p> <ul style="list-style-type: none"> - June 14-June 25, 2021: SMEs clean up HP data - July 29: Data Validation Workshop led by SBCTC - July 30-August 19, 2021: SMEs do Data Validation activities <p>End-User Training</p> <ul style="list-style-type: none"> - July 5-Sept 10: SBCTC and BC-developed content is provided to users <p>Parallel Testing</p> <ul style="list-style-type: none"> - FA Dual Processing: Aug 4-Oct 12, 2021 - SF Tuition Calc: Aug 9-Sept 21, 2021
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	<p>User Acceptance Testing – SMEs will be given logins/passwords to test if their security settings are correct, using our data within PeopleSoft</p> <ul style="list-style-type: none"> - Sprint 1: July 28-Aug 23, 2021 - Sprint 2: Aug 24-Sept 20, 2021 <p>Data Validation Cycle 5 – TBD Go-Live is scheduled for mid-October 2021</p>
Training	<p>SBCTC has standardized training which they will release around July 2021. BC will also develop content for business processes not covered by SBCTC. It is important to note that there may be surprises we cannot anticipate, and the trainings may not cover every aspect of the new system. Employees are asked to be patient and flexible as they navigate the first few weeks in ctLink. While we don't anticipate the same problems had by our predecessors, there may be some bumps which will need to be ironed out.</p>
Status updates	<p>The most up to date information will be posted to www.bellevuecollege.edu/ctcLink</p>
Project Plans	<p>Project governing documents can be viewed at www.bellevuecollege.edu/ctcLink</p>
How to prepare your team	<p>Align and standardize your department processes:</p> <ul style="list-style-type: none"> • Clean, consolidate, and create best practices to ensure data quality and integrity. • Make active, regular efforts to streamline your services to students and staff, including adopting the self-service functionality offered by ctLink • Increase and promote opportunities to consolidate processes, systems, and manual/paper processes and procedures. • Look at the supplemental systems used by your department and identify which can be eliminated. By reducing the number of supplemental systems you'll strengthen and further define complementary connections between systems creating efficiency and less work for your employees. • Employees use the self-service functionality to make personnel and deduction updates in the system. • Encourage your employees think innovatively about how to use the new software to serve students. • Look at accessibility in your processes and identify ways to improve it. Bring them to the attention of the Project Manager.

Manager support

Where to go for support & how it will be provided	<p>www.bellevuecollege.edu/ctcLink is where you will find the most up-to-date information on the project. For information beyond what is posted, you may contact the following people:</p> <p>The Project Manager (PM): Maria Rivas, maria.rivas@bellevuecollege.edu</p> <ul style="list-style-type: none"> - The PM is the liaison between the college and the SBCTC. They communicate the timeline and coordinate work activities to the project Subject Matter Experts and keep the project on track at the college level. Questions and communications with SBCTC should go through the PM. <p>The Executive Sponsor: Rodger Harrison, Rodger.harrison@bellevuecollege.edu</p> <ul style="list-style-type: none"> - The ES represents the project at the senior leadership level and is the escalation point for the PM. In our case, our ES also sits on the SBCTC Steering Committee and has visibility into project activities across multiple colleges. <p>Communications Lead: Katherine Hall</p> <ul style="list-style-type: none"> - This person oversees campus communications at all levels. Working closely with the PM, they strategize and plan key messages to be delivered to campus. This role oversees the ctLink website. <p>Training Lead: Warda Zaman</p>
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	<ul style="list-style-type: none"> - This person oversees employee learning. Working closely with the PM and Communications Lead, they strategize on which content to develop, when to deliver it and how. <p>Testing Leads: Iulia Zavodov and Elizabeth Fuenzalida</p> <ul style="list-style-type: none"> - This role oversees the project activities where software testing occurs. This happens at multiple points throughout the project in different ways. The primary responsibility is to ensure testing is happening, issues are being reported correctly and troubleshoot tester issues. <p>Data & Reporting Lead: Greg Schmidt</p> <ul style="list-style-type: none"> - This person is responsible for identifying and developing queries for the college. <p>Security Lead: John Ip</p> <ul style="list-style-type: none"> - This role assigns user security codes. They are involved in system integration testing and user acceptance testing. They help with auditing, troubleshoot security issues, and train the help desk staff on how to troubleshoot security issues. <p>Pillar Leads</p> <ul style="list-style-type: none"> - These people are the primary decision-makers for project tasks and activities. They have the most details on ctcLink functionality. <ul style="list-style-type: none"> o Campus Solutions: Steve Downing o Financial Aid: Melanie Ruiz o Student Financials: Jennifer McMillan o Finance: Jennifer McMillan o Human Capital Management: Alicia Tarigan o Continuing Education: Lisa Corcoran <p>State Board of Community and Technical Colleges (SBCTC)</p> <ul style="list-style-type: none"> - This is the group responsible for overseeing the implementation of ctcLink across 34 colleges in Washington State. They set the timeline. They give the PM and SMEs the tools and knowledge to do project tasks and activities. Communication with SBCTC should go through the PM.
Who to contact with concerns	Concerns should be raised to the Project Manager and/or Executive Sponsor. Both PM and ES encourage feedback and hope to have honest communication regarding any concerns you may have.
Who needs to be involved & at what degree	<p>Involvement varies by role. Every staff, faculty and student will be affected by the change to ctcLink, but only those who have been identified by the Pillar Leads or other leaders as Subject Matter Experts (SMEs) are in close contact with the PM about project activities.</p> <p>Everyone across campus will be notified when it is time to participate. Participation will come in the form of info sessions, surveys, and trainings. Aside from presentations at all-campus meetings, participation will primarily occur within the last few months of the project. In the case of Bellevue College this is August, September, and part of October 2021.</p>
What to message to employees	<p>A 2011 study done by Prosci found that managers are the preferred sender of change messages related to how a change impacts an employee personally. In your role as a communicator, your direct employees want you to tell them:</p> <ul style="list-style-type: none"> - The reasons BC is moving to ctcLink - Timeline, details of project activities - What's in it for them: why it will be an upgrade to their job - How their job will change: the upsides and downsides - How to change their work to incorporate ctcLink successfully <p>If you are unable to answer their questions, that's okay. You should always feel welcome to contact the Project Manager or Pillar Leads with questions.</p>

How to walk the walk / mirror change	<p>Communicate as much as possible. Be an active and visible Liaison. Advocate for the project. Identify and Mitigate Resistance. Coach your team.</p> <p>Review details of these points under the Roles and Responsibilities section.</p>
Basic change management tips	<p>Prosci identified the following success factors in leading through change:</p> <ul style="list-style-type: none"> - Keep the two-way communication open. Discuss the status of the ctLink project with your supervisor, ask what information they have and share what you know. In turn, discuss the same with your employees. Frequently. Buy-in is critical to success. - Structure your approach. Have a long-term plan for getting your team to the finish line and beyond. Help employees understand where ctLink falls on their list of priorities. Schedule time for the team to do training together and have a plan for how and when staff take vacation. - Engage staff. Ask for their input, encourage participation and communication.
Employee Readiness	<p>When engaging your staff, look at the following factors to assess their level of readiness:</p> <ul style="list-style-type: none"> - Awareness: Do my staff know what’s happening? Do they know why and how? - Desire: Do they want to do this? If not, why? Can we change this? - Knowledge: Do they know what to do to transition to ctLink? - Ability: Are they able to do their job once ctLink is implemented? - Reinforcement: What is in place to remove the old ways and encourage the new? <p>Employees will not all be at the same place at the same time. This is a process, and one we hope we will navigate through together between now and our go-live date. For more information on how to help employees through this process, please reach out to the PM.</p>
Common mistakes	<p>Common change management mistakes made by managers:</p> <ol style="list-style-type: none"> 1. Role Abdication: not accepting responsibility, ignoring the process, not seeking a better understanding of ctLink. 2. Communication: thinking a single communication is sufficient, not admitting knowledge gaps, late communications, oversharing, adding personal bias. 3. Unsupportive of staff needs: unrealistic expectations of employee’s learning pace and style. Manager’s own fear of employee resistance, lack of empathy, misidentification of the root cause of resistance, getting caught up in their own experience of the project. 4. Not prepared: underestimating the impacts on the team, overestimating their team’s ability to handle change, false assumptions about the project, unable to prioritize, 5. Resistance: managers creating an “us-vs-them” mentality, not “walking the walk.”