



## Executive Leadership Committee Meeting Minutes

April 24, 2019, 2:00 – 3:00 p.m.

Columbia Basin College, Pasco

### Members Present

Joyce Loveday, co-chair, Clover Park Technical College president

Choi Halladay, ctcLink Project Steering Committee Chair

Grant Rodeheaver, Deputy Executive Director for IT, SBCTC

Christy Campbell, ctcLink Project Director, SBCTC

Deidre Soileau, Pierce College Fort Steilacoom interim president

Allison Phayre for Marty Cavalluzzi, Olympic College Executive Director of Institutional Effectiveness

### Members not present

Jan Yoshiwara, co-chair, SBCTC Executive Director, ctcLink Project Executive Sponsor

Marty Cavalluzzi, Olympic College president

Ivan Harrell, Tacoma Community College president

Kevin Brockbank, Spokane Community College president

### Others in Attendance

Brian Culver, WACTC-Tech Information Technology Commission representative

Bill Belden, Student Services Commission (WSSSC) representative

Scott Wagemann, Research and Planning Commission representative

Paul Giebel, External Quality Assurance, Moran Technology Consulting

Janelle Runyon, ctcLink Communications Manager

Brett Riley, BAC IT Committee and VP of Admin Services at Columbia Basin

### Welcome

Committee co-chair Joyce Loveday welcomed everyone to the meeting—both online and in-person.

### Approval of Minutes

The approval of the March 21 minutes were tabled until the next meeting, due to the lack of a quorum.

### ctcLink Steering Committee Update

Choi Halladay gave an update on recent Steering Committee discussions and decisions:

Major discussion has been around Deployment Group shifts.

#### *Adhering to Current Deployment Group membership (no future changes)*

Choi said the shifts in deployment groups has been one of the top conversations for the Steering Committee recently. In February, Bellevue College asked to move from Deployment Group (DG) 4 to DG 5 and Columbia Basin asked to move from DG 4 to DG 6. Both were granted. More recently, in March, Shoreline asked to move from DG5 to DG6 due to retirement and the need to hire a new project manager. Shoreline's request was also granted, but it raised some concerns about risk to the overall project for any additional changes at this stage in the project.

The Steering Committee's concern is the heavy reliance on the last deployment group, which now has nine colleges—the largest of all six deployment groups. It puts a greater risk at the end of the project at a time when some project staff may be looking to roll off the project since it is technically winding down. Originally, there was thought put in to the sizing of the deployment groups and that has been changed with the requests to move, especially for the last group to go live.

Due to these concerns, Choi said the Steering Committee is considering recommending a moratorium on any future requests to move deployment groups. This will be discussed at a future meeting and a formal recommendation will come from the Steering Committee to the cELC for its consideration at the next meeting.

#### *Go Live Dates*

Christy noted that every time we deploy a group of colleges, we have to take the system down. It is something that will come up with each deployment. With DG2, for example, both the upgrade and conversion for Clark will take 6-7 days. The plan is to break that down into two weekends. Moreover, we always have to consider payroll processing in these activities. Christy said the project team is working with DG2 now (Clark, Spokane, Tacoma, and SBCTC) but, as we move forward and have more colleges on ctcLink, the deployments/go-lives will affect all colleges on ctcLink. Each deployment there is work to do to come to consensus on the best plan and best dates/days to take the system down to have the least disruption on students, staff and overall college business. As more colleges come online, it is going to get trickier. It will be important to work together as a system on the best dates that work for everyone.

The plan is to work with project managers first on deployment dates. If the group cannot come to consensus, it will move up the executive sponsors, then to presidents and, finally, to governance if an agreement cannot be made. The goal is to gain consensus at the lowest level.

## Remediation

Christy gave an overview of Remediation. The in-scope open items have gone from 195 in November 2017 down to the current 23. The includes big-ticket items such as the Finance Reconciliation Framework for month-end and year-end, expected to be completed soon. The Absence Management piece is part of the DG2 implementation. The module needed to be completely reconfigured for better usage by colleges. In addition, 10 items are related to the replacement solutions that are in varying levels of completion (Online Admissions Application, Continuing Education and Budgeting Tool).

### *Replacement Solutions*

- Christy said the Chart of Accounts needs to be deployed in July for Spokane and Tacoma. There is no backup plan for that date, so it is important to adhere to the schedule of activities. Things are progressing as expected, but there have been some additional meetings scheduled with colleges to move through the remaining activities. The Chart of Accounts design was approved and it has been configured in the system and is being tested internally now.
- Vendor negotiations with CampusCE are underway. There have been some struggles, but we are expecting it to move forward.
- The Online Admissions Application solution is still a work in progress regarding what the final solution will be. The OAA Work Group and the Student Services Commission (WSSSC) will be providing feedback regarding the three options on the table: use current OAA with improvements, implement a homegrown solution based on an existing system in use at a current PeopleSoft college/university, or go out to RFP.
- The budget planning subgroup will be meeting to help determine if the current product we purchased will meet the needs. It is an Oracle product and Oracle is willing and ready to build a prototype and demo the capabilities. The plan is to have the approved budgeting tool in place by January 2020 so colleges in ctcLink can use it for the next year's budget planning.

## Project Status

The project is on track, but training and testing remains yellow as the mitigation items are being watched. Christy also noted the replacement solutions themselves have not been put into the schedule. Until those items are in the project schedule with activities tied to them for implementing, the scope will remain yellow.

## Budget

The project is about \$2.4 million under budget. As explained in previous meetings, that money has been allocated, it just has not been spent yet since the replacement solutions just discussed have not been determined and implemented.

Christy noted the project has been participating in the OFM IT Pool Gates for project funding approvals by the OCIO and OFM. The Technology Budget was on an annual review and funding cycle, but it was determined by project oversight (OCIO) that the annual amounts were too big and we were asked to break the gates down into 6-month pieces. That work has taken place and we will now be requesting access to the system's funds in the Investment Account every six months. Deliverables are tracked by each of the six-month "Gates." The OCIO office reviews these and approves the next Gate funding before we receive the funds.

### **Moran Technology Consulting – External Quality Assurance report for March**

Paul Giebel gave a quick update on the latest Moran report, which tracks status of specific project areas as "Red", "Yellow" or "Green."

- Scope is yellow due to the replacement solutions and will remain yellow until all solutions are identified and in the project plan.
- The Schedule also remains yellow due to the risk associated with the overlap in deployments and those deployment activities. While it is yellow, Paul said the project is managing the overlap well.
- Training has gone from Red to Yellow and is in a significantly better place than two months ago. A tremendous amount of work has been done.
- Testing is yellow as well, but trending "green" due to the recent plan in place to do testing "sprints" with training (for testing) in the morning and testing in the afternoon.
- Due to the overall high risk of the project, Paul said many of the areas will always be "yellow" and that is standard for a project of this size and complexity.

Overall, Moran believes the project is in a good place—significantly better than in years past.

### **Accessibility**

Bill Belden asked for an update on accessibility as it is extremely important to Clark College. Christy said a working group was formed but had not convened yet. Abraham Rocha (SBCTC Contracts Officer) is working with Jess Thompson of SBCTC to get an RFP out, then the Accessibility Working Group will form and review responses. Abraham is aware of the importance for Clark to have the testing of PeopleSoft done in advance of DG2 go live. We need to understand the volume of issues with PeopleSoft so we can have a plan in place to address those issues prior to DG2 go live in October.

Grant noted the RFP has been written to leverage accessible technology testing beyond PeopleSoft and the ctcLink project. Colleges will be able to utilize the vendor(s) for accessible technology testing for other solutions locally, not just ctcLink.

### **Top Risks**

Christy noted the Top Risks slide she provides to cELC are not the same as those tracked at the project level. These are higher-level risks that need to be on the radar of executive-level

leadership. It is important to keep these out front and continue discussing these with WACTC as we move forward. The top risks currently on the watch list are:

- College Project Manager and Executive Sponsor Engagement
- College Resource Availability (Other College and System wide Initiatives, Daily Operations and Staff Retention
- College Leadership understanding of ctcLink project methodology and resource participation requirements
  - Pre-Implementation
  - Implementation
  - Post-Implementation
- ctcLink Permanent Support Organization – A clear plan and understanding of the sizing, service capacity and service levels provided by SBCTC

Regarding the resource availability, Christy said it is important for college leadership to understand how they are prioritizing competing initiatives and priorities. She understands colleges are focused on much more than ctcLink and understands that college subject matter experts (SMEs) may get pulled many different ways, which causes stress on those staff members. It is a challenge and one that colleges need to address because **if the resources do not participate in ctcLink activities and do not learn the system, the go live experience will not be a positive one.** If staff do not have the opportunity to learn, it will be a challenge.

Allison said at Olympic they have framed the homework and preparation prior to BPFG work as an opportunity to redesign business processes and eliminate things that wasted their time. She said that was something employees repeatedly flagged in the Personal Assessment of College Environment (PACE) survey. Olympic was able to respond to the concerns employees have raised and used the business process mapping as an opportunity for Olympic to do that work—fund it and resource it.

Choi said the PM Summits and other PM meetings are a good way to share these and other best practices across institutions. He said there are different levels of engagement by colleges, which is normal, but it is important for colleges to understand that ctcLink is one of those areas where being disengaged now is going to hurt you later. Bottom line is it is very important to be engaged!

Christy said we are meeting much earlier with DGs 5 and 6 to get colleges engaged in pre-work and how best to approach it, so it is not a surprise.

Choi noted that it is a lot of stress on the staff and the SMEs are stretched thin. He said 30-35% of Pierce staff members are engaged in the project in one way or another and for some employees, the ctcLink work is taking 60 – 70% of their time during the peak work. Allison noted there is only so far that overtime will take you. Choi agreed and said Pierce will be

hiring about eight additional temporary staff for 18+ months to help take some of the workload off the SMEs that are heavily engaged in ctcLink work.

### **Top Risks and Key Topics for WACTC**

Christy discussed the top high-level risks that are important for cELC and presidents to be aware of for the ctcLink project. Having an engaged project manager and executive sponsor is at the top of the list. If they have not done so already, Deployment Groups 5 and 6 need to hire a PM and their executive sponsor should be engaged in supporting the project locally. This will be a topic at the PM Summit in May. Later deployment groups can also be working on their legacy business process documentation, local ctcLink governance structure and early planning for staffing needs. In addition, as noted by Pierce and Olympic as DG3 colleges' experience so far, SMEs working on ctcLink need to be freed-up and feel supported to focus on ctcLink work. It is high stress and there are very tight timelines that must be met.

### **Meeting Closure**

The meeting ended with time to spare! The next meeting will be held on June 6 at Pierce College.