



STEERING COMMITTEE MEETING MINUTES

July 30, 2019

Highline College and WebEx

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Shanda Haluapo, Clark
- Choi Halladay, Pierce
- Lisa Hjaltalin, CCs of Spokane
- Tim Wrye, Highline
- Grant Rodeheaver, SBCTC
- John Boesenber, SBCTC
- Carli Schiffner, SBCTC

Non-Voting Members

- Christy Campbell, SBCTC
- Paul Giebel, Moran Technology Consulting
- Whitney Dickinson, OCIO Representative
- Ligja Cicos, Edmonds PM
- Clay Krauss, Tacoma PM

Guests & Staff

- Dani Bundy, ctcLink Organizational Change Management & Training Manager
- Reuth Kim, ctcLink PM for Risks/Issues
- Janelle Runyon, ctcLink Project Communications Manager
- Kristy Snow,
- Ana Ybarra, SBCTC Interim Associate Director for Campus Solutions

Welcome

Christy Campbell welcomed the committee and reviewed the agenda.

Approval of Minutes

July 16, 2019 minutes were reviewed and approved with a correction to spelling of Shanda's first name.

Regarding the Action Items section on the last page, Lisa Hjaltalin asked which items SBCTC is waiting on from Spokane. Christy said she had sent an updated list of remediation status items to Tacoma and Spokane for them to review and provide feedback. Lisa said she would meet with Matt Connelly to check status.

Recap Executive Sponsor Seminar

Tim Wrye said he thought the event went well – good questions, good conversation and engagement – but it remains to be seen how the executive sponsors might engage per deployment group.

Kurt Buttleman said it was clear that colleges further along in their deployment activities were doing things in a similar manner. Shanda Haluapo said she will be interested to see if this creates a sense of urgency for DG5 and DG6. The concern is that they might not be engaging yet in the way we need them to.

Christy said that between the Executive Sponsor Seminar and the DG5 PMs participating in the DG4 Peer Review (held July 29 and 30 at Highline College), she hopes a natural sense of urgency will materialize. The DG5 PM observers of DG4 Peer Review will now have a greater understanding of what they need to produce than they did previously.

Christy will reach out to Teresa Rich at Yakima Valley College – whose name was put forward after she left the meeting – regarding the DG6 executive sponsors self-convening. Kurt Buttleman, Seattle

Colleges, agreed to connect with DG4 executive sponsors; and Pat Cisneros, Everett Community College, with DG5 executive sponsors.

Panelists and speakers hosted discussion on roles, responsibilities, expectations, challenges, tips and lessons learned:

- Bob Mohrbacher, Centralia College President
- Shanda Haluapo, Clark College Associate Vice President of Planning and Effectiveness
- Tim Wrye, Highline College Executive Director and CIO
- Eva Smith, Edmonds Community College Executive Director of IT & eLearning
- Ligia Cicos, Edmonds Community College, Project and Organizational Change Manager, joined the meeting to give an organizational change management overview

Attendance

23 executive sponsors or alternates attended; 11 representing the 18 DG5 and DG6 colleges

DG	Exec Sponsor	Alternate	None
DG2	2	1	1
DG3	3	-	2
DG4	5	-	-
DG5	2	3	3
DG6	4	2	3
	16	7	9

Chart of Accounts Update from FirstLink Colleges & SBCTC

- **CCs of Spokane:** Lisa Hjaltalin reported they have hired two additional staff and expressed appreciation for additional resources. They, along with the current staff, have been able to keep up with the manual updating of the journals. The bigger issue, which is creating another large body of manual transaction work, is the inability to create department IDs and program IDs locally. They need the ability to update and create locally defined fields themselves.

Christy said Emmett Folk has a plan to automate A/R by the end of August. Lisa said Emmett told her they've run into problems and said they will keep the extra staff in place until the automation is set up. Lisa said the work is piling up, especially given a July 1 re-organization.

- **Tacoma Community College:** Clay Krauss said they're moving through the CoA and getting used to working with it. Emmett has been great to work with. Recently hired temporary workers from Accountemps for the manual work.
- **SBCTC:** John Boesenberg said there was an initial uptick in calls to SBCTC for assistance the first couple of weeks, but colleges are getting used to the new Chart of Accounts and getting more experience with the manual work.

If all goes as planned, the automation tool for the manual work process should be in place toward the end of August.

Action: This topic is expected to be on every agenda to continue getting progress updates.

ctcLink Scope Discussion

Christy asked the Steering Committee for support to hold the ctcLink Project to its stated scope.

Christy said while this originally came up in discussions around Guided Pathways, that is not the only example. The Steering Committee decided six or more months ago that Guided Pathways work needs to be driven by the Education Division and not have the ctcLink Project team working on it.

As things come up, the committee needs to focus on and manage the ctcLink scope and if requests come up that will increase the scope, to be sure there's not a governance decision to just "Adapt and figure it out." The accessibility mitigation work now taking place was not in scope or in the budget.

The correct thing to do would've been to come to governance to request budget and scope increase to mitigate this. We went ahead and started work on mitigating for accessibility without formal approval, because accessibility is in the project's critical path.

The Guided Pathways work group is planning a requirements workshop to review how PeopleSoft 9.2 meets requirements. It's possible a request for reconfiguration may come out of this work. It's not as simple as "We're going to change this configuration." At the extreme end, it could mean a reconfiguration of all Campus Solutions products.

Once we get to conversations about budget and timeline, scope issues leave the Steering Committee and escalate to the ctcLink Executive Leadership Committee (cELC).

Shanda said, unfortunately, by sponsoring the common business process efforts regarding Guided Pathways, the ctcLink Project took on the conversation, so at this point, "scope" might not be the right word. We need to make sure we are not taking away capacity or resources to meet our timelines to go live for ctcLink implementation. For example, we might have to come up with a way to work with the current configuration and then later, as a system, come up with reconfigurations after all the deployment groups go live.

Shanda said the Steering Committee has already opened up scope on some things we are not going to be able to do, because it would cause too much risk to the timeline and the project.

Christy said things will come up and, as a governance group, we need to have a solid format to consider and respond to change requests. Christy will provide a form for consideration so that future requests come in with materials packaged to express clearly: "Here are the options. Here are the risks. Here are the costs," so the committee can have a knowledgeable discussion. ctcLink has a budget and a timeline. When requests come in, something will have to adjust: money or schedule; we can't just continue to absorb.

After DG2 goes live, will look for resource bandwidth to do the Requirements Traceability Matrix (RTM) and go back to the original scope. When the project paused, certain items were de-scoped that should not have been.

Grant Rodeheaver noted that even for things that are in scope (like Online Admissions Application) the scope can shift, so we need to constrain the scope and customization on that product. Finding the cost balance between "What do we need?" versus "what do we want?" is part of the scope management work.

Kurt Buttleman asked how Integration Broker (a PeopleSoft product that acts as a "bridge" between two or more different third-party systems) fits in with the scope conversation. Grant said Integration Broker is not an "Easy button" that allows people to just pick any product they want. It requires work, so we will still want to constrain the products people integrate through the internal ctcLink

governance (ERP support side) process.

Action: Christy to develop a form and process for the Steering Committee's consideration.

ctcLink Program Status

Program Risks & Issues

Risks

- **Chart of Accounts:** We are leaving this on the list as a high risk until we hear from the colleges that we are in good shape.
- **Student Financials:** Still have concerns about the integration into general ledger. Had to develop Cycle 4B for data validation to mitigate these risks. A follow-up will be scheduled with Clark's PM after Cycle 4B. Colleges will validate by Aug. 9.

Issues

- **Security Mapping:** Still a big issue. Tara Keen has been working remotely to finalize a processes and roles framework/guide in each pillar to help colleges figure out who needs access to which role. It is very robust documentation compared to what was delivered by vendor SpearMC on spreadsheets. We need security maps for Clark and SBCTC specifically before Sprint 6 regression testing to validate security. Sprint 6 was developed to accommodate the next update release from Oracle and it's a week off. We logged a request with Oracle to ask if they could send us release notes and they declined. We moved the DG2 Go/No Go decision by the Steering Committee from Sept. 10 to Sept. 24 to accommodate the Oracle update and accessibility readiness.
- **Accessibility:** We have signed contracts with Level Access, accessibility testing vendor, which will begin testing on Monday, Aug. 5. It's expected to take four weeks. The first phase is focused on Campus Solutions, mobile and employee self-service (HCM and Finance). The second phase is focused on Online Admissions Application, CampusCE and OSECE. If the products are not accessible per requirements, Policy 188, federal/state policies, what will vendors do to mitigate the product. The vendor will provide weekly updates of findings, some of which we will be able to fix as we go and others for which mitigation remedies which will need to be determined.

For DG2, the most significant milestone is to get the pilot colleges (Tacoma and Spokane) upgraded to CS 9.2 so they can start accepting CS Image updates Jan. 1, 2020. And, of course, the vested interest in Clark and SBCTC to go live.

Tim asked if there could potentially be a split go/no-go decision between the upgrade colleges and the conversion/configuration go-live? Christy said it could happen, but ideally, we want everyone to move forward.

Moran Quality Assurance

Phase scope, schedule status and training are yellow. Moran still has concerns about how SBCTC will handle the maintenance and Oracle image release, as well as integration of future releases with ctcLink project work.

Implementation Colleges

DG2

In self-reported status, Clark and Tacoma are green. SBCTC is yellow due to resource constraints. Spokane is red due to financials, end-of-year and UAT testing.

DG3

Everyone is reporting green. They are getting into data validation at this time, so workload has increased.

DG4

The DG4 Initiation Phase Peer Review is going on right now (at Highline College, July 29-30). Their documentation has been outstanding. We provide templates and examples, but each college really makes them their own depending on their culture and processes. They are learning different ways to approach the work from each other. We expect them to be nearing 70% to 75% initiation phase completion at this time. We plan to have the DG4 Implementation Phase kickoff in the fall. They will be doing self-paced work at the end of October to early November. DG4 is working on finalizing its implementation schedule with blackout periods, holidays, etc. The schedule will be cloned for future deployment groups.

Pre-Implementation Colleges

DG5

We're expecting about 35% progress at this point. The colleges should be well on their way to completing their Legacy business process maps. Overall, they are doing pretty well and their progress percentage can vary from period to period. We've seen Whatcom (35%) and Bellingham (24%) really moved up; Green River (31%) and Grays Harbor (30%), as well. We do reach out to the colleges who are not meeting the goals to see if they are struggling and how we can help.

Christy has some concerns about some of the colleges and is having discussions with them.

Replacement Solutions Update

Security Mapping

Covered above.

Accessibility Contracts Update

Covered above.

Campus CE Negotiations Update

Tim Wrye reported that we are still struggling with same things. The pricing structure across all the colleges remains at issue, and we also need to determine if CampusCE meets requirements to move forward. We are asking the colleges currently utilizing CampusCE to tell us by Aug. 23 if their current implementations meet the requirements. Current plans include conducting a fit/gap session of requirements with the vendor before implementations move forward.

Shanda asked if CampusCE even meets the requirements of the RFP. Tim said that is what the survey of college CE directors is trying to determine. The vendor says yes, but some colleges say no. The fit/gap session would make final determinations.

Shanda pointed out ctcLink Guiding Principle #3 – “Systems that replicate information and processes of the ERP should be eliminated. The creation of new systems and updating of formerly

existing systems are outside the scope of this project.”

Shanda posited that the product replicates OSECE. Tim said that OSECE is not meet expectations either.

Shanda countered that if we replace a product that’s not meeting expectations with another product that’s doesn’t meet expectations. OSECE was what we agreed to when we went into contract with Ciber. Christy clarified that OSECE is a bolt-on PeopleSoft product with massive customizations that we purchased.

Shanda asked when enough would be enough and that we made, unfortunately, a decision to go against our guiding principles. Instruction Commission went to WACTC Technology committee and governance. Tim agreed, but said that all the OSECE users found it an unusable solution. Clay Krauss, Tacoma CC, agreed that OSECE has been a major pain for their CE group.

Christy said we need to confirm CampusCE can deliver what they said they would. If not, we might need to develop a Plan B.

OAA Next Steps

Christy said the OAA group is working on publishing an RFI and also working on improving the current solution. We hope to use lessons learned from the CampusCE contract negotiations and not undergo a lengthy process, if at all.

Budgeting Tool Update

Christy said the Budgeting Tool Work Group had a short meeting to go through the requirements, but needs an additional longer meeting to finish. She sent the draft requirements to Oracle so they can begin developing a prototype. She also sent them budgeting templates from Peninsula, Pierce, Spokane and SBCTC to help Oracle in prototype build-out. Once we get their prototype, we can determine if it’s the right product for us (or not) and next steps.

Physical Inventory Tracking

This was discussed in the BPFs and the functionality will be available for DG2 if they want to use it. We will need to have a conversation with technical team to get it configured.

Meeting Closure

The next meeting is scheduled for August 13, 2019 at SBCTC and WebEx, 1 to 2:30 p.m.

Action Items/Follow-Up

Item	Description	Person	Date Open	Status
1	Agenda items not covered 6/18 due to time constraints: <ul style="list-style-type: none">cELC UpdatectcLink Project Scope discussion	Christy/Choi	6/18/19	<ul style="list-style-type: none">Complete, cELC on 8/13/2019 agendaComplete, discussed 7/30

Item	Description	Person	Date Open	Status
2	Meeting at Pierce College to discuss Online Admissions Application (OAA) status	Choi	6/4/2019	Complete
3	Send out a recruitment email to BAC for budget tool subgroup member	Choi	4/9/19	Complete
4	Working Session for college reps for CampusCE	Reuth	4/23/19	Shared proposed changes during 5/21/19 meeting.
5	CCS to provide an updated list of remediation items	Lisa		Status?
6	Subgroup for SC Charter/Membership	Janelle	4/9/19	Meeting scheduled and held 5/15/19
7	OCIO Requested milestones and readiness tracking for Chart of Accounts for FLCs	Christy	2/11/19	Christy sent Whitney information on 2/19/19; Status Reports will include Chart of Accounts info