



# STEERING COMMITTEE MEETING MINUTES

November 5, 2019  
SBCTC 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 Boesenberg, SBCTC
- Carli Schiffner, SBCTC

### Non-Voting Members

- Christy Campbell, SBCTC
- Paul Giebel, Moran Technology Consulting
- Whitney Dickinson, OCIO Representative
- Clay Krauss, Tacoma PM
- PM Position Vacant

### Guests & Staff

- Reuth Kim, ctcLink PM for Risks/Issues
- Janelle Runyon, ctcLink Project Communications Manager

## Welcome

Christy Campbell welcomed the committee and reviewed the agenda.

## Approval of Minutes

Tim Wrye presented Oct. 22, 2019 minutes for review, which were approved as submitted.

## Governance Membership: Begin Process for Working Group and Steering Committee Vacancies

### Steering Committee Vacancies

WACTC and college presidents approved the original members of the Steering Committee when the new governance committees were being formed in spring 2018. Due to people leaving and changes in roles at the colleges, there are vacancies that need to be filled. To address this, the Steering Committee will need to go back through the process outlined in the Steering charter to fill these vacancies.

Lisa Hjaltalin will roll off the Steering Committee, because the Community Colleges of Spokane now has someone else filling the Executive Sponsor role. Lisa said she was asked to be part of the Steering Committee because she represents a school that has been in PeopleSoft for years and that it's important to have a voice in the room and someone helping make decisions from the FirstLink colleges. Until the decision is made and the spot is filled, Lisa will continue to be an active member on the Steering Committee.

Janelle Runyon shared the committee's charter verbiage that explains that, ideally, committee membership should include "production, deployment, and pre-implementation colleges, as well as being diverse with individuals serving from more than one functional area of the colleges."

The process will be reviewed and call for nominations shared broadly so everyone is involved in the decisions on who to recommend and the process going forward to fill committee vacancies.

## Working Group Vacancies

Reuth Kim said there have been conversations about open spots in the Working Group. There has been some shift on the project side due to role changes, but the college participants have stayed consistent and strongly engaged.

## Update on DG2 Go-Live & Post Go-Live Support

### ctcLink Project

Christy Campbell shared two areas of go-live that did not go as smooth as the project had hoped. The first was around security and people not having the right roles they need to do their jobs. The second was around the conversion of Student Financials data. Due to Clark College having a fall quarter deployment, there was some fall-out of data. However, course corrections were made with Clark's Director of Business Services Sabra Sand and project staff working together.

Susan and Shanda from Clark requested to have project and ERP staff on-site during the first couple weeks after go-live. Having these teams on-site was extremely beneficial and there were many lessons learned from this experience.

### Clark College

Shanda Haluapo shared Clark College's experience. The leave request process was an issue. They closed down their leave request process on Oct. 16, 2019 until PeopleSoft went live and expected staff to be able to submit leave after go-live. However, this was not the case due to incorrect coding during the conversion. Staff could not submit leave before Oct. 25, 2019, so a plan had to quickly be put in place to address this.

The biggest issue Clark is experiencing is learning a new system. Because they did not have the correct security roles during UAT, they were unable to test the system as if they were really working, so they are learning the system processes from start to end in real time.

There were some other issues, but they were quickly addressed.

The on-site teams were able to help answer questions about the system and provide on-the-spot training for staff.

**Shanda expressed how important it is for colleges to document business processes and workflows from start to end.** Staff need to learn how to use ctcLink and understand all its capabilities. Colleges should determine if their business processes will change due to the new system and its abilities. She said Clark thought they were doing a good job of this, but what they did not do was document all the workflows. She recalled that during the recent executive sponsor seminar, some of the executive sponsors didn't understand the need for each college to document their own current business processes, but she wants to assure them it is critical for each college to do this.

Shanda shared how Susan and their project team rolled out the system to folks at the college. On the first day, the system was only opened up to a couple hundred staff. Then they opened the system for the rest of staff on Tuesday. The system was open for students on Thursday. This helped the team have capacity to help everyone having issues, because the amount of people entering the system was separated out.

**Once Clark is more stable, they would like to provide information about what they wish they had known before go-live in hopes of helping future deployments from an organizational change management (OCM) viewpoint.**

Shanda expressed that colleges and executive sponsors need to understand that the data and the processes for the data are owned by the colleges. SBCTC cannot fix human data errors. One of their departments thought their errors should be fixed by SBCTC, but colleges need to be the ones figuring

out the system and making sure there is data ownership.

For instance, the issue with staff being unable to submit leave, Shanda figured out the solution. She did not tell the project to fix the coding, but owned the issue and figured out a way to correct it locally.

Shanda explained that the college closed all of its business offices, but did not cancel classes. Any offices that touched the legacy system (FMS, SMS, PPMS) were closed until Thursday the first week after go-live to help with the transition and roll-out to users.

Shanda suggests there be a list of Guiding Principles or Must Do's for colleges. For example, close your offices (e.g. student services, business, human resources) during go-live. If people had been loading transactions on Monday and Tuesday, she said Clark staff wouldn't have been able to isolate and fix issues.

Tim Wrye said it would be nice if Clark College put something together to share out explaining what they didn't expect and how they remedied the issues. Clark will share their experience, but Shanda noted the experience with the other colleges will be different, because they will be able to test the system in their roles while doing UAT, whereas Clark was unable to do that.

Christy said the project team already has the names of DG3 UAT users and is already working on security roles to ensure they have the correct security. After DG3, this process will be better. DG4 and beyond will not have to experience the same struggles as DG2.

### **SBCTC Agency**

John Boesenberg echoed Shanda with the security issues and those smoothing out. The help from project staff has been great and being able to borrow Pat Daniels, Highline College Project Manager, to get over the finish line helped immensely. Thank you Pat and Highline!

### **Community Colleges of Spokane**

Lisa shared they are still manually updating the journals, because the automation – which was a condition for Chart of Accounts (CoA) go-live – has not been put in place.

They are waiting for the opening balances for FY20 to be cross-walked from the old CoA to the new COA. After this, they will be able to get all of the books closed.

Other than the security issues, Spokane had some payroll issues that they believe were attributable to the upgrade. They were getting error messages that they have never gotten before. Lisa expressed a lesson learned around making sure the configuration has not been altered to the other colleges who are already live. They were not able to get their payroll confirmed until 11 am today (Nov. 5, 2019) and it should have been completed by 4 p.m. yesterday.

Christy will do a root-cause analysis to determine why there were issues with finance and payroll, because these areas were not heavily changed from updating to Fluid and other maintenance fixes that happened.

### **Tacoma Community College**

Clay Krauss, Tacoma Community College PM, thanked the team for all the support and help through this process. Clay also expressed it's been helpful to be able to still use the WebEx support links after the conversion of Clark and their support weeks, which allowed them to have four weeks of support after their upgrade.

There were little hurdles here and there, but the biggest issue was around security. TCC has not moved into the new security model due to timing and resources, so that's the next thing they have to face.

## SBCTC ctcLink (ERP) Support

Shanda asked about the ticketing system for ERP Support, because she heard only a select group of people (“whitelisted”) should be able to submit tickets. However, there are several people who have said “submit a ticket” when there is a problem, but Susan wasn’t aware of all the tickets. They were not prioritized at the college-level and they didn’t know who was tracking these issues.

Grant Rodeheaver said he is working to address this and clarified that the “white list” term was more around security issues, not general tickets. This was to make sure that if only certain people could submit security tickets, then the issues would have to go through the correct channels at the college level.

At the end of this week, there will be a transition for DG2 colleges to move to only working with the ctcLink (ERP) Support team.

Grant discussed the MOU draft regarding use of ctcLink and commitment to privacy. Because we are in one system, sharing data, the agreement is modeled after [Mutual Research Transcript Exchange \(MRTE+\) MOU](#).

The draft addresses how to handle certain issues that may come up. For example, if someone from one college sees information about someone at another college, what’s the process for handling that?

Shanda pointed out that it is not a data-sharing agreement. It’s about how colleges are supposed to secure their data and have processes for the data.

A question was raised about who should approve it. Tim said ITC has already been in the conversation. There should also be involvement with commissions and councils. Shanda is going to the Research and Planning Commission next Wednesday, Nov. 13. If she receives a draft before then, she will bring it with her and discuss getting in on the RPC agenda. Grant said he will make sure he gets that to her in time.

Accessibility Interagency Workgroup met for the first time last week. They will do a review of Accessibility Policy 188 and draft should be available during winter quarter 2020. Shanda reminded the committee this was supposed to be ready in January 2020 and that she and Clark College will continue to hold the agency accountable.

## Next Steps: Post Implementation Review & Lessons Learned

Reuth Kim shared that within a 30-day window after go-live, the OCIO office requires the project team to gather lessons learned. This is a practice the project does for continuous improvement, so that information will be packaged to meet the OCIO requirement as well. Reuth has scheduled lessons learned conversations with the colleges, project teams, and the ctcLink Support (ERP) team. Tara Keen has also been implementing data conversion lessons learned for DG3 to help improve the process and experience for those colleges.

Christy clarified that we have a repeatable approach that is pretty solid, but when we get to the larger deployment groups, there will be a struggle with the conversion. In order to ease that burden, there will have to be separate go-live weekends for the colleges. DG6 is the largest group and will take at least two weekends. This does impact the colleges already on the system because the system does need to be taken down during each conversion.

## Budget Planning Tool Recommendation

The Budget Planning Workgroup has met multiple times to work on finding a tool that will work for all colleges. The work group includes representatives from eight to 10 colleges. A prototype meeting was held Oct. 17, which led to more questions about the tool. These questions were sent to Mythics, which responded and the work group created a recommendation to move forward with two

conditions.

- The first condition is that Oracle “grandfather” in the SBCTC enterprise license to allow for multi-instance implementation with no additional fees. Oracle said it should be able to do this, but this is not final and we cannot move forward until this is final.
- The second condition is a plan to automate integration from PeopleSoft HCM to Oracle Planning and Budgeting Cloud Solution (PBCS). Keeping these processes manual would impede important time from staff on a regular basis, so automation is extremely important.

There was a third issue around dimensions because Mythics provides six dimensions out of the box, but the colleges need more dimensions than that. Mythics advised they are able to provide more than six dimensions, but it could cause impacts on the speed of the tool and processes.

Lisa asked about the timeline for this to be in place. Christy explained this should be implemented between February and March 2020 for those already in ctcLink and will be rolled out to the other colleges. The original cost would be about \$250,000 and project resources would be used to implement the tool.

### **Action on Recommendation**

The ctcLink Budget Planning Work Group recommends that the ctcLink Steering Committee continue with the implementation of Oracle Planning and Budgeting Cloud Solution (PBCS) with the following conditions:

1. Oracle to “grandfather” the SBCTC license to allow for multi-instance implementation with no additional fees
2. A plan for the automation of integration from PeopleSoft HCM to Oracle PBCS

This recommendation was approved unanimously with the two conditions.

### **ctcLink Program Status**

#### **Remediation Status**

Open remediation items in Finance include book to bank, reconciliation of cash and reconciliation on student financials. A majority of Campus Solutions (CS) issues have been resolved. How contracts and workflows are accessed on Faculty Workload (FWL) still needs to be refined.

Human Capital Management (HCM) Absence Management has been moved into production and a review needs to be conducted to make sure everything has been closed out. Christy will bring the results back so the group knows which pieces are still open.

Grant said separation of duties should be complete by the end of November. Christy mentioned that if this is challenging, there could be a fix that a person cannot be assigned certain roles at the same time. For instance, you cannot be both a purchase requestor and a purchase approver.

Shanda asked if Clark was going to now be included in Remediation reporting with Spokane and Tacoma. Christy said no, because the Remediation items are from 2017, with specific items that SBCTC/ctcLink Project agreed to resolve for the FirstLink colleges. Clark’s go-live conditions will continue to be tracked separately.

With more colleges coming onto the system, there was a conversation about the future of this committee. Questions were asked whether this committee would transition to a support committee or should there be a separate committee for support. More discussions to follow as the project progresses.

Continuing Education with CampusCE is moving forward. There’s a common business process workshop November 19-21 for Continuing Education staff. CampusCE is developing a draft SOW for integration which will be brought to this committee for approval.

Online Admissions Application (OAA) – Dennis Colgan, Christy and Chandan Goel reviewed the prototype with the vendor. There were a couple things missing, but they are being corrected. Next week, Joe Holliday will try to get OAA workgroup together to review the solution with the vendor. The OAA workgroup will make a recommendation to the steering committee to determine if the next step will be (a.) go out for an RFI/RFP or (b.) continue with the prototype.

### Audit Report

Grant shared that the state auditor released on Oct. 31, 2019 its Accountability Audit on the ctcLink system, which it conducted based on the July 1, 2017 to June 30, 2018 data. There were five areas in particular with findings that coincide with remediation and were not surprising. The full report is posted on the auditor’s website.

Due to the release of the audit findings last week, there was a news article in the Spokesman Review that linked back to previous negative articles. The article links out to the new audit report. The audit report is fair and addresses issues that were known and being addressed.

Lisa explained that she’s not sure who the reporter talked to at Spokane before releasing the article, but they did not talk to any of the executives. Everyone agreed that the findings were old news which were already being corrected.

Choi Halladay was quoted in recent BAC minutes saying that PeopleSoft is only supported until 2020. Grant said he talked to Choi and he had explained that he was being sarcastic but, unfortunately, it was depicted as a fact in the notes. Christy noted this has come up before because Oracle is pushing their Cloud solution, but she explained there are far too many PeopleSoft customers across the nation for Oracle to stop supporting it. Oracle’s website and blog show that PeopleSoft will be supported through 2030 and, likely, beyond. PMO will send that email out again and include the Oracle roadmap.

### Overall Status

Please refer to the presentation for updates on the status and QA reports.

### Meeting Closure

Next meeting items:

- Go-live dates for DG5 and DG6
- Peer Review for DG5
- OAA Recommendation

The next meeting is scheduled for Nov. 19, 2019, 1 to 2:30 p.m. on WebEx

### Action Items/Follow-Up

Item	Description	Person	Date Open	Status
15	Document the ampersand (&) issue in Class Search and send to Christy to take back to the team.	Clay	10/22/2019	
14	Check in with Abraham Rocha, SBCTC contracts officer, to see if he has received SOW2 from CampusCE regarding implementation approach.	Christy	10/22/2019	

Item	Description	Person	Date Open	Status
13	Revise the Budget Tool spreadsheet and delete the "vendor comments" column.	Sherry	9/10/2019	Done 9/11/2019 - Sherry revised, uploaded at Steering Committee minutes page
12	Follow up with Emmett regarding CoA automation tool.	Christy	9/10/2019	
11	Prepare for October cELC orientation	Christy, Janelle, Choi	8/13/2019	Done
10	Ask Emmett Folk and John Boesenberg for a CoA update	Janelle	8/13/2019	Reached out 8/20 and got some initial feedback
9	Check in with Pat Cisneros about DG5 ES group and Teresa Rich about DG6 ES group.	Christy	8/13/2019	
8	Communicate with DG2 colleges about timing of DG3 go-live dates, because of impact of taking PeopleSoft offline systemwide.	Christy	8/13/2019	
7	Agenda items not covered 6/18 due to time constraints: <ul style="list-style-type: none"> <li>cELC Update</li> <li>ctcLink Project Scope discussion</li> </ul>	Christy/Choi	6/18/2019	<ul style="list-style-type: none"> <li>Complete, cELC on 8/13/2019 agenda</li> <li>Complete, discussed 7/30</li> </ul>
6	Meeting at Pierce College to discuss Online Admissions Application (OAA) status	Choi	6/4/2019	Complete
5	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.
3	CCS to provide an updated list of remediation items	Lisa		Status?
2	Subgroup for SC Charter/Membership	Janelle	4/9/19	Meeting scheduled and held 5/15/19

Item	Description	Person	Date Open	Status
1	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