



STEERING COMMITTEE MEETING MINUTES

May 19, 2020

WebEx Only

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Shanda Haluapo, Clark
- Choi Halladay, Pierce
- Rodger Harrison, Bellevue
- Tim Wrye, Highline
- Grant Rodeheaver, SBCTC
- John Boesenberg, SBCTC
- Carli Schiffner, SBCTC

Non-Voting Members

- Christy Campbell, SBCTC
- Paul Giebel, Moran Technology Consulting
- Rich Tomsinski, OCIO Representative
- Clay Krauss, Tacoma PM
- Scott McKean, Cascadia PM, interim member

Guests & Staff

- Reuth Kim, ctcLink PM for Risks/Issues
- Dani Bundy, ctcLink Support Director
- Janelle Runyon, ctcLink Project Communications Manager
- Susan Maxwell, ctcLink College Advisor PM

Welcome

Christy Campbell welcomed the committee and reviewed the agenda.

Approval of Minutes

May 5, 2020 minutes were approved as submitted.

Steering Committee Membership Update

Welcome New Voting Member

Rodger Harrison, Bellevue College Vice President of IT and ctcLink Executive Sponsor was officially welcomed to the committee. He replaces Lisa Hjaltalin, CCs of Spokane. He is eager to help get the colleges off the HP and onto the new system.

Current & Upcoming Vacancies

- **One non-voting Project PM** (Scott McKean served as interim) – The sub-committee has four applications from PMs to consider and has had difficulty scheduling a time to meet and make a final decision.
- **One voting Executive Sponsor** (Choi Halladay stepping down as of June 30) – Choi is in talks with someone from a technical college and hopes to get an application.
 - Susan Maxwell let the committee know that Shanda will be stepping off the committee as well, so the committee will need to replace **two Executive Sponsors** in the coming months.
- **Committee Chair** (to replace Choi) – The committee will select a chair-elect by the end of June.

ctcLink Executive Leadership Committee (cELC) Membership update

WACTC presidents' new committee roles begin in July. The members of WACTC-Technology committee are the voting members of cELC.

- Kevin Brockbank, Spokane CC president, will chair WACTC-Tech, thus is the chair of cELC.
- Joyce Loveday, Clover Park TC president, has returned to WACTC-Tech and will be vice-chair.

Christy said the complete list of new cELC membership for 2020-21 will be included in the next Steering Committee deck.

When the ctcLink charters were realigned in 2018, it was expected there would be continuity in members of WACTC-Tech, therefore for cELC, but that has not been the case. The Project has created materials and held orientations to bring new members up to speed since there has not been longevity of membership.

Christy reviewed the ctcLink Project governance model. The fewest, but the most critical (scope, budget, timeline), decisions fall to the ctcLink Executive Leadership Committee

DG3-B May 11 Go-Live Update

Cascadia College, Peninsula College and Pierce College District went live fully remote due to the COVID-19 stay-at-home order. Christy reported that things went very well. There are known items for post-go-live cleanup, but there were no big surprises.

Scott McKean, Cascadia College OCM/PM, said the Sunday verification activities went well. On Monday, about 30-40 key subject matter experts logged in. Their internal help desk logged about 150 tickets, which was double their usual number. On Tuesday, the system opened for all staff. By the end of the week, about 80% of staff and about 60% of faculty logged in. A number of employees were confused about the difference between the test/sandbox environment (SVX) and the real ctcLink live environment and were trying to conduct their activities in SVX.

Their biggest issues were in student financials and tuition calculation, class drops and withdrawals. They had 100% success with payroll and faculty workload. At this point, Scott is in a phase-out mode and helping Cascadia get on its own two feet. The Tier 2 support from SBCTC has been very fruitful and helpful. The coding Webexes were very supportive and Cascadia was able to get 100% complete creating its combo codes.

Choi Halladay, Pierce College Executive Sponsor, said overall things went well, but they had challenges with security. It's hard to think of every employee's possible access needs ahead of time. Several of their employees were also trying to conduct their business activities (timesheets and leave requests) in SVX instead of the real ctcLink live environment. Pierce College ran payroll successfully. From a change management perspective, staff have been accepting and patient. In some ways, the fact that they went live remotely eased some issues like lines in the hallway. Staff are fatigued, but overall, Choi gave a lot of kudos to Pierce College staff and SBCTC staff for coming so far, especially since March.

ctcLink Support Organization

DG3-B support update

Dani Bundy said they have been holding open Webexes for staff to drop in and ask questions. Most of them have been "how-to" questions and screen access issues. Only 12 of 183 tickets have been escalated. The Training team is Tier 2 Support to help the colleges. She appreciates the calm and collaborative spirit with the colleges.

She said it has been very apparent how the colleges have taken ownership of their local (Tier 1) support. This is a model SBCTC has been working hard to standardize and it seems to be taking hold. The Customer Support team can really see the difference in how the colleges are tackling local issues first.

Grant said that while it's a college and team effort, he acknowledged the phenomenal level of momentum and progress put forth since Dani took on the new role in leading and organizing the newly re-organized ctcLink Customer Support arm. She has improved communication and expectations in bringing the team together in a challenging time.

Support Organization Staffing Update

New Security Analyst, Josh Giha, will join the team May 26. He was previously at Clark College where he worked on ctcLink PeopleSoft security and was part of their security mapping project. There are currently three open support positions.

ctcLink Accessibility update

Level Access is moving forward with the next phase of testing.

Guided Pathways in ctcLink update

Grant said the goal is still to implement Guided Pathways sub-plans during June. Dani said colleges are expected to complete their configuration homework by the end of May and after it's implemented, the colleges will work with Dani's team to understand and use the new features.

Credit Card Integration – BAC update

John Boesenberg, SBCTC Deputy Executive Director for Business Operations, gave a report about the system's efforts to implement an integrated credit card system (for both online and in-person transactions). Essentially, our efforts to have an integrated credit card system are stymied by the State Treasurer's Office Policy. Our next step is to petition for an exception to their policy and allow us to issue an RFP (which is nearly ready to go).

Steps taken to date:

- Treasurer's recent RFP for merchant services was awarded to Key Bank – currently Bank of America (BoFA) – with the new contract effective 7/1/2020.
- Last Business Affairs Commission (BAC) meeting, the Treasurer's Office staff assured us we could continue to use Cybersource for online payments (both Legacy and ctcLink)
- Shortly after the last BAC meeting, the Treasurer's Office staff began calling colleges about switching from CyberSource to "CyberSource Enterprise" or "CardConnect" since Key Bank does not support the BoFA version of CyberSource.
- Both Legacy and ctcLink must move off the BoFA CyberSource as soon as possible. John G is working with Ray Gartner and Sandy Main to accomplish this. They are evaluating the effort required and to determine if Cybersource Enterprise or KB CardConnect would be the preferred solution.
- Treasurer's Office also notified us that the community college system does not have the authority to obtain merchant services independently for integrated credit card acceptance at the cashier window.
- SBCTC is petitioning for an exception to OFM and the State Treasurer's Office policy to allow us to issue an RFP to obtain merchant services.

ctcLink Program Status

See the May 8, 2020 ctcLink Status Report for details.

Remediation and Replacement Solutions

Christy reported there are a few open items and they are meeting with Spokane to finalize necessary steps to complete.

CampusCE Update and Next Steps

Signed contract is in place, but we still have three SOWs to finalize: one for business process alignment. We need to work with CampusCE and with those colleges already on CampusCE, and look at how the business processes are aligned between the system for better efficiency for the colleges.

Also, we need to develop the integration between CampusCE and so we need a second statement of work for the actual design and build of the integration for the colleges.

And a third for the ongoing maintenance of that integration that will be paid for by SBCTC and then invoiced back to the colleges (\$2,000 each annually). It's being done that way, because when there's a problem with the integration between the systems, SBCTC needs a relationship with CampusCE, to work with them to solve any integration problems.

Online Admissions Application

Signed contract is in place. Grant, Christy and others are meeting tomorrow to determine internal roles and responsibilities. Will need to add a BPFQ session to gather configuration details.

We have an internal SBCTC conversation tomorrow with several leaders within Grant's organization to determine roles and responsibilities since this is already a live system.

Since we are replacing the current online admissions application, we will need to have business process fit/gap sessions to explain and review the new online application solution and gather configuration details for the colleges and the implementation.

The first step is to understand roles and responsibilities at SBCTC. And later in the week, they are meeting with Kastech to start understanding their project plan, their timelines and their resources.

Budget Planning Tool – update

Signed contract is in place. Reached out to DG2 and DG3 to develop implementation timeline. Should start work with colleges in late summer. One of our project managers will be responsible for managing the vendors and managing the work and helping with the coordination of the colleges.

Budget

Christy reported that we are tracking well. We also know that some invoices have not come in yet for this period, so that could explain some of the under-budget. She is asking Tysha to develop some new budget views to give a better sense of expenses committed, but not spent.

During the last cELC meeting, it became clear we need to get the message out that although we are tracking to budget at this time, it is very important that we're watching the expenses and the forecasting, because a project this size is complex and could have budget shortfalls come in very quickly.

They understand that there are not extra funds and that we need to continue to monitor very carefully so we don't go over the \$145 million that's been approved. Another statement that came up was around the cash flow, and there were concerns about previous cash flow problems. This really didn't come into effect until six to nine months after those targeted dates. We did have a loan provided to the Project through the SBCTC to carry through some of the cash flow periods.

John Boesenberg said that when the budget was initially approved, it was understood there would be a cash flow issue. It appears given the continued enrollment decline, there may be other cash flow issues, particularly this next year, depending upon the college tuition revenue collections. With COVID, we are watching this carefully, this spring, summer and fall particularly.

Overall Status

Christy gave an overall glance at the deployment group status.

DG3

DG3-B has deployed and in a three-week post-go-live support phase.

DG4

DG4 is completing the Business Process Fit/Gap sessions which were paused for the DG3 activities. They're completing their college homework and the project team is beginning to work on local configurations.

DG5

We've seen some great progress. Every college is fairly close to the 75% goal. DG5 kick-off is on May 26 and then they begin the Global Design Adoption courses to prepare for BPFG sessions which begin in August.

DG6

DG6 is coming along really well. Their Peer Review session will be held remotely in July.

Program Risks & Issues

Reuth reviewed the top risks and issues. See the ctcLink Project Status Report (April 27 - May 8, 2020) for details.

Moran Quality Assurance & OCIO

Paul Giebel said Moran continues to view the project as moving along very favorably. Ironically, one of the things that concerns him is about how successful DG3-B was going live remotely. Not to say

there were not issues, but the overall success could lead to a “ho hum factor” or complacency for future deployments, when, in fact, ctcLink is a huge body of work.

He said the ctcLink Project has built on the success of previous go-lives, so each of the deployment groups has gotten a cleaner and cleaner go-live. But, he does have concerns that some of the colleges and leadership in future deployment groups may look at this and not realize how much hard work went into getting us to the successful platform we're at right now.

He said the Project is not perfect and will never get to perfection — which is a rarity in this space — but the project needs to make sure people continue to keep their pedals to the metal and make sure everybody continues to work hard to make things go.

He said he actually was getting a little giddy from some of the responses and notes during the DG3-B conversion and go-live messages. Moran does a lot of project audits and one of the problems they run into is lack of executive sponsorship. So the positive messages he was seeing from executive leadership and responses lit a fire under him and reminded him that if executive leadership isn't viewed as being “all in,” the masses aren't going to be “all in.” I think that's a key thing going forward to keep stressing to executive leadership.