



STEERING COMMITTEE MEETING MINUTES

June 16, 2020

WebEx Only

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Rodger Harrison, Bellevue
- Tim Wrye, Highline
- Choi Halladay, Pierce
- Vacant executive sponsor
- 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
- Shelley McDermott, OCIO Expert PM

Welcome

Christy Campbell welcomed the committee and reviewed the agenda.

Rich Tomsinski introduced guest attendee, Shelley McDermott, Expert Project Manager contractor for OCIO. Rich retains OCIO oversight responsibilities for ctcLink, but Shelley is available to assist the ctcLink project where needed or appropriate.

Approval of Minutes

May 19, 2020 and June 2, 2020 minutes were approved as submitted.

Steering Committee Membership

Nominate Steering Committee Chair – ACTION

Tim Wrye accepted the nomination and was unanimously selected to serve as Steering Committee Chair, effective June 30, 2020. The committee expressed its profound gratitude and pledged to support him in his new role.

Discuss Nomination Process for 2 Voting Members

Choi reported there is one willing executive sponsor nominee. It has been a challenge to recruit potential members. After the last BAC meeting, Ed Jaramillo from Skagit Valley College, expressed interest. Janelle will send Ed the nomination paperwork right away.

Christy suggested that Carli seek a Student Services representation during the next WSSSC meeting; however, there are currently no executive sponsors representing Student Services. Ideally, we're looking for people in DG5 and DG6 as well.

Choi suggested that perhaps the committee charter be revisited to include members who are *not* ctcLink executive sponsors. Perhaps a change to that requirement will give the committee broader representation.

Tim will convene the nomination subcommittee meeting with Kurt Buttleman, Reagan Bellamy, Kevin Brockbank and Christy Campbell. They will discuss the Executive Sponsor opening and the four nominees for College PM Non-voting Member Selection, as well as the timing on recommendation to cELC.

ctcLink Update to OCIO's Technology Services Board (TSB)

Christy reported that she, Jan Yoshiwara, Grant Rodeheaver, and Paul Giebel gave an update to the TSB on June 9, 2020. The presentation included background, status, high-level timeline, recent deployments and lessons learned. The feedback was positive that things are moving forward. Grant also thought the reception was positive. TVW recorded the session, but unfortunately, the recording cut off the ctcLink presentation.

ctcLink Executive Leadership Committee (cELC) Update

Highlights of June 4, 2020 meeting

Christy said there was good discussion about multiple high-level risks: COVID-19, social unrest, working remotely, as well as budget and staff cuts. To lose critical staff resources will create a hardship for colleges going through a very demanding 12- to 16-month ctcLink implementation, trying to get staff ready for go-live.

She also talked about the methodology and how it's not currently an option to have in-person sessions, due to stay-at-home orders and lack of funds for travel. All college engagement is being done remotely and that's been an adjustment on how we facilitate and work with the colleges for some of the critical business process fit/gap work and the homework that goes into local college configurations.

She said it's vital that college leadership is engaged and aware, because of the critical pre-implementation work that needs to get done. Because of the reduced staffing (or because of matrix management of staff), if leadership is not involved during the implementation window, they don't understand the amount of time and staff it takes.

Most of the colleges have not done any kind of backfill, so the staff resources are expected to do more work; not less. Some colleges have tried to free up staff where they can, but for the most part, staff seem to just be expected to take on this work in addition to their regular jobs. That really leads to staff burnout and morale problems. It could lead to people choosing to retire early, rather than face dealing with learning a new software and business processes. The staffing implications are very important and critical to a college's success.

Next ctcLink Executive Leadership (cELC) meeting with new membership

cELC is not planning to meet during WACTC Summer Retreat.

ctcLink Support Organization Update

Overall ctcLink Customer Support

Dani reported that ctcLink Support is moving ahead. They have been holding numerous sessions with DG3-B to acquaint them with various processes they are doing for the first time.

There have been issues with communicating consistent support information, so ctcLink Support is going to implement listservs per pillar. Dani repurposed several SME listservs previously used by the ctcLink Project and will invite colleges to join the lists in the coming weeks.

Two vacant support positions (finance and financial aid functional analyst) have been filled. With some changes in the training team, they were able to add a second finance functional analyst.

Support Organization Staffing

Grant reported that a development position is in the interview. Over the summer, the IT Division will need to assess current capacity beyond DG3. The support side went into DG3 pretty lean. Moving the training staff over added capacity, which had a significant impact, but ctcLink Support is still extremely lean and will need to make additional adjustments to add capacity to support growth of DG4 colleges and future deployment groups.

ctcLink Accessibility

The three customized areas will go into production on Thursday. PeopleTools 8.57 implementation is still on schedule.

Guided Pathways in ctcLink

Dani reported that the functional analysts are working to get the configurations tested and will be engaging with colleges the last week of June.

ctcLink Program Status

See the ctcLink Project Status Report (May 25 to June 5, 2020) for details.

Remediation and Replacement Solutions

CampusCE Update and Next Steps

Christy reported the team is working through the three statements of work: business process alignment between CampusCE and ctcLink, integration build, and the integration maintenance statement. We're on track for having this complete by the end of June.

Online Admissions Application

Kristy Snow is project managing the online admissions application and developing project plans with the vendor. We are very close to kicking off some internal meetings. The process is probably four to six months, so we aim for the online admissions application to be deployed with DG4. If it's available sooner, it will be deployed for those colleges already live.

The coordination for online admissions is a little bit more difficult, because it's replacing the current system. We have to work with colleges that already live on ctcLink as well as building the activities into the project work for DG4, DG5 and DG6.

DG4 may have some struggles with this work, because their time is already allocated, so this is one more piece of work they'll have to participate in and give their local configuration to have it ready as part of UAT.

Tim requested Kastech to demo the OAA during the June 30 meeting.

Budget Planning Tool

Kristy Snow is project managing the budget planning tool. It's expected we will begin engaging with colleges in July to begin the work for the first set of colleges so they can start using it for the fiscal year planning for FY22. It is expected to be a four- to six-month implementation.

Budget

Christy shared the ctcLink project budget as of May 30, 2020. The budget is \$6 million for the current funding gate, and we've spent \$2 million to date. For this gate, we will fall within the allocation.

For staffing, our biggest expense on this budget are our contractors, so managing that staff and making sure they are well-utilized is one of our highest priorities. The costs for OAA, CampusCE integration (including the business process alignment and customizations), and the vendor to implement the budget planning tool comprise about \$1 million.

Overall Status

Overall status is yellow. The week of Thanksgiving and the Christmas holidays are blocked out for colleges, but the ctcLink Project staff know that they have to work.

For DG4 in February 2021, we will not be able to convert eight colleges over one weekend, so Christy was trying to be creative and considered the President's Day weekend, but that won't work, so it will be over two different weekends. It's expected Seattle will be in one group and the other colleges in another.

Reagan will send official payroll cut-off dates for February and October 2021 dates to Christy for DG4 go-live dates.

Tara is gearing up to develop a timeline for the Requirements Traceability Matrix work. The expectation is that the baseline will be developed by the end of the year.

DG3

The Project team is still working on a few Student Financials issues, but this should be closed out soon.

DG4

DG4 colleges self-reported yellow status. They are engaged in Cycle 2 data validation. Christy expects some of these colleges to go from yellow to red status when the amount of work becomes clear. The intensity of the work and the collaboration required at the colleges is a heavy lift.

Tim expressed concern about the work being done in remote status. Highline is working hard to be sure staff have two monitors and audio capability at home.

Christy said there have been a lot of conversations with the college PMs about how they are checking in with SMEs and leads to manage the work at their colleges, especially given the matrix reporting structure of the ctcLink work. (Matrix reporting means employees report to a supervisor, while also working for a manager on other projects.)

Christy said over-communication is important. For example, when the stay-at-home order was announced, she immediately set up daily 8 a.m. ctcLink PMO scrum meetings; the pillars set up daily team meetings; and a ctcLink Project All-Hands monthly meeting schedule was set up. This was in addition to the long-standing Tuesday/Thursday Project Check-in meetings and the one-hour Monday PMO meeting.

DG5

Involved in the Global Design Adoption (GDA) remote sessions. When SMEs come into the BPFs without the prerequisite GDA and PeopleSoft Fundamentals, they are totally lost. The ctcLink implementation methodology is based on building blocks. When new SMEs didn't learn the basics or join the work six months in, they have missed out on the foundational learning and the learning curve is very steep. The Project has put some new controls in place to ensure SMEs have the prerequisites. The DG3 Lessons Learned indicated activities the colleges can undertake to improve in this area.

DG6

DG6 is getting ready for its Peer Review in mid-July. The June expectation for DG6 is 65% completion. The Project is working closely with the Bates Technical College PM as they work to increase their completion rate after a late start.

Program Risks & Issues

Christy reviewed the top risks and issues. See the ctcLink Project Status Report (May 25 to June 5, 2020) for details. With budget cuts, college employees are getting furlough notifications. Staff with pillar-related and Legacy experience are crucial to the success of ctcLink, so this is a major risk to the Project. The impact of remote work is also a major risk.

Moran Quality Assurance & OCIO

Paul Giebel said he thinks the project is moving along very well. For a project as complex as this, we've been able to make great strides, comparing where it was to where we are now. The important thing is that the Project team continues to learn as it goes. This has not been all peaches and cream. There's been a lot of hard work and mistakes along the way, but everyone has been working in a tremendously collaborative way and thinking about the things that need to be done to shift course. It's not like they're just waiting for things to happen to the project. The project is actively thinking about some of these issues that are coming down the pike.

We'll get to DG6 and we're still going to come across some problems. There is no perfect implementation, but that doesn't mean that people have not been doing a good job to get us to that point. There will be issues. but good progress has been made.

Agenda Items for Future Meetings & Meeting Closure

- June 30
 - Tim Wrye, new chair; Choi Halladay farewell
 - DG4 Go-Live Date
 - OAA demo