



STEERING COMMITTEE MEETING MINUTES

Dec. 15, 2020, WebEx Only

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Rodger Harrison, Bellevue
- Ed Jaramillo, Skagit Valley
- Tim Wrye, Chair, Highline
- Chad Stiteler, Bellingham Tech
- Grant Rodeheaver, SBCTC
- John Boesenberg, SBCTC
- Carli Schiffner, SBCTC

Non-Voting Members

- Christy Campbell, SBCTC
- Paul Giebel, Moran Technology Consulting
- Rich Tomsinski, OCIO Representative
- Brian Lee, Clover Park Tech PM
- Clay Krauss, Tacoma PM

Non-Voting Commission Reps

- Peter Lortz, IC
- Carly Haddon, RPC
- Ruby Hayden, WSSSC

Guests & Staff

- Dani Bundy, ctcLink Customer Support Director
- Janelle Runyon, ctcLink Project Communications Manager
- Reuth Kim, ctcLink Quality Assurance, Risk & Issue Management PM
- Susan Maxwell, ctcLink College Advisor PM
- Shelley McDermott, OCIO Expert PM
- Tara Keen, ctcLink Assistant Project Director

Welcome

Tim Wrye welcomed the committee and Christy Campbell reviewed the agenda.

Approval of Minutes

The Dec. 1, 2020 draft minutes were approved with one spelling correction.

ctcLink Executive Leadership Committee, Dec. 10, 2020

Instruction Commission letter discussion

Christy and Tim reported back about the discussion regarding the Instruction Commission memo of ctcLink concerns sent to presidents and Jan Yoshiwara. Jan reviewed it with a small group of presidents (Michelle Johnson, Pierce Colleges; Eric Murray, Cascadia College; Kevin Brockbank, Spokane) and Grant Rodeheaver.

Jan's response was verbal during the WACTC and cELC meeting. Ideas included planning for how IT staff can better participate in commission and council meetings, as well as increasing knowledge-sharing and communications channels.

Jan will meet with the Washington State Student Services Commission (WSSSC) this week and the Instruction Commission (IC) in January. Jan spoke with DG2 colleges and Grant spoke with DG3 colleges about their ctcLink experience. Jan said issues at each live college are unique and there doesn't seem to be one common set of issues or experiences. Tim said this makes it harder to respond or change as a system, when the issues are varied. Grant said Marty Cavaluzzi, Olympic College president, said they had challenges to start, but now things are working better than Legacy.

The final letter from IC was not shared with cELC, Steering Committee or the ctcLink Project team, so it is unclear if it was the same letter inadvertently distributed a few weeks ago; nor were Jan's responses and solutions written for wide distribution.

Deployment Groups Discussion and Timeline

Christy said serious concerns about staff struggles were expressed. A key pillar lead retired early from Edmonds College due to over-stress. We're seeing it in DG4 and starting to see it in DG5. Colleges have asked about delaying timelines or splitting DGs by months, not weeks; which is not a viable option. If a college doesn't feel ready, the only option is to move to the next deployment group.

There was continued conversation about the importance of the business analyst role, but colleges are struggling with the resources. Rodger said that it's hard to find resources, but also not realistic to get someone in and up to speed to make them useful at this stage in deployment.

Tim said Highline hired two people about one year out from their deployment, so there would still be time for DG6. Remote operations have deepened the availability of the hiring pool. Christy said it's critical the positions be dedicated roles without other duties.

DG4 Go-Live Readiness

Reuth Kim reviewed DG4 Readiness process and gave an overview of how the DG4 colleges are self-assessing their readiness. She reviewed a sample milestones checklist to illustrate the elements being considered for readiness. See slides 5-7 in the [Dec. 15, 2020 Steering Committee Presentation](#) for details.

Tim asked if it would be beneficial for executive sponsors (ES) to always attend the weekly DG Readiness discussions. Reuth said it's a local college decision, but has been beneficial to include the ES for better discussions and understanding of impacts. It eliminates the need for the PMs to translate what happened on the calls. For example, Eva Smith, Edmonds College has participated in all the calls. This made it easier to communicate and support go-live deadlines for travel and purchasing paperwork.

DG4-A will present its readiness during Jan. 12 Steering Committee; DG4-B during Jan. 26 meeting.

DG4 Load Testing Results

Christy reviewed the [PeopleSoft DG2, DG3 & DG4 Load Testing Results](#), performed by Kastech in preparation for the DG4 deployment. The goal of load testing is to ensure the system can handle all colleges and won't shut down or fail due to new users on the system. This load test included all live colleges and DG4 colleges. The final test will be all live colleges, including DG5 and DG6.

The initial test was to determine whether SBCTC had the correct architectural framework and sizing. Now we added DG4 and sized up and put it at 50% above what we'd have for DGs 2,3 and 4.

Kastech worked with Burgundy to review and determine whether adjustments (adding more servers) will allow us to successfully get the response rates we are looking for at peak periods. (enrollment time, etc.)

Kastech provided a roadmap to be able to support the number of colleges on the system. This has been an important issue, because at HEUG conferences they often talk about a 20-college maximum to avoid system degradation. We tested to prove the framework to ourselves and are confident the system can handle all colleges with good response times.

Key takeaways of load testing

- On an average, errors went down by 95% based on our findings and recommended settings

- Assumed recommended configuration is maintained 24/7 to meet the anticipated load by managed services
- Load balancer server was not distributing the load among multiple servers equally, and the issue has been addressed
- Based on our findings, the current infrastructure hosted on AWS needs to be ramped up from fewer times of the current infrastructure
- Kastech recommends to turn on the autoscaling feature on AWS
- If SBCTC thinks the overall cost to maintain the recommended configuration is too high, data analysis can be carried out after 6 months or 1 year to identify the total load on the system and configuration can be modified accordingly
- Based on findings, the current infrastructure does need to be ramped up to get the response times we need. Offer on table that if we need additional reviewing of data/load, that Kastech is able to do that.

ctcLink Support Organization Update

Customer Support Update

Dani said they are actively hiring for two more functional analysts.

The [ctcLink SME Support eList](#) listservs were activated about six months ago. ctcLink Customer Support uses these lists to send updates, outage notices, changes to configuration, training and workshop opportunities, global and cross-pillar communications to colleges already live on ctcLink.

In addition, college subject matter experts (SMEs), PeopleSoft users/stakeholders can use the lists to ask their college peers questions about how they do things in ctcLink, best practices, local training plans, and more.

ctcLink Support also created a point of contact listserv, so that each college has a primary contact for urgent messages.

Production Support Update

They are primarily working on the PUM image updates, including updates for financial aid which was delayed by Oracle. See [ctcLink Production Updates](#) for details

ctcLink Accessibility Update

The Image Overview Update Documents at the [Status and information on ctcLink Accessibility](#) page outline the changes with the new PUM image updates.

ctcLink Program Status

See the [ctcLink Project Status Report \(Nov. 23 – Dec. 4, 2020\)](#) for details.

Deployment Group Status

Christy said we are seeing struggles in the DG4 user acceptance testing (UAT) completion rates. Some colleges' completion levels are pretty low, but the project team is working with them. There are concerns that if a college or district goes live before they feel they are ready, it will bring the ctcLink Support organization down.

DG4 self-reported red/yellow status

- **Centralia is yellow, trending red:** UAT Sprint 2 not moving due to SMEs attending production workshops, working on Parallel Testing for Tuition Calc or Dual Processing, building out course catalog/class schedule/class fees/instructors/academic advisement reports.
 - Tim said the delays around the security workbook would have prevented them from involving more staff. The instructor-led training conflicted with the UAT activities. It was supposed to be complementary.
- **Edmonds is yellow, trending red:** Sprints overlapping with Parallel/Dual Processing, completion of Sprint 1 and start of Sprint 2. Instructor-led training has exacerbated the inability to adequately engage in these activities, and assure quality testing.
- **Highline is yellow:** SMEs have few remaining tests from UAT Sprint 1 to finish Fin Aid. SMEs struggling to make progress on parallel testing. Working remotely continues to affect timeliness and quality; additional furloughs further exacerbate the issue.
- **Seattle is yellow, trending red:** Security and technical issues have significantly delayed testing. Sprint #1 UAT will be finished by 12/11. Significant concern about overlapping parallel testing, User Acceptance testing (UAT), and training activities.
- **Wenatchee Valley is yellow:** Falling behind schedule. Sprint 1 required additional time, but looks like we will complete soon. Finishing a very difficult phase and concerned with the quality of work due to so many competing activities.

DG5 self-reported status

Grays Harbor went from yellow to green status. DG5 begins BPFQ in January, so they will be getting into a heavy course load.

DG6

All colleges are green. They are working on Global Design Adoption and will start with BPFQ in March 2021.

Remediation & Replacement Solutions

Online Admissions Application

Looking toward UAT and training Jan. 11-22, 2021 toward a Jan. 28, 2021 go-live.

Budget Planning Tool

UAT is scheduled for Jan. 6-13, with go-live Jan. 25, 2021.

CampusCE

Integration is still on track and we are looking to start system integration testing in January.

Program Risks and Issues

See the [ctcLink Project Status Report \(Nov. 23 – Dec. 4, 2020\)](#) for details.

Top risks

- DG4: CS PUM 19 Release Date Delay. Release from Oracle has been pushed out by three weeks, from Oct. 23 to Nov. 12. This adversely impacts our team's ability to schedule the PUM update in our project environments.

- DG4: Data Staging may delay UAT
- DG4: Quality of Student Financials conversion
- All DGs: KeyBank Cybersource Integration

Top issues

- DG4: Unable to complete UAT on schedule due to security, training, and environment issues
- DG4: Insufficient/undelivered Faculty Workload training for SMEs
- Customer Support resource plan

Moran/QA & OCIO

Moran

Paul said Testing went from green to yellow due to DG4 UAT testing concerns. See the [ctcLink Project Status Report \(Nov. 23 – Dec. 4, 2020\)](#) for details.

While the ctcLink Support organization has added staff, SBCTC needs a more holistic look at the end-game and expectations. The Project can deal with their parts, but in the last round of interviews, Paul has been hearing differing expectations on both sides, including issues around commissions and councils, governance model, and the transition plan to an eventual post go-live ctcLink organization.

Project and Support need to work collaboratively to coordinate college engagement overall. It's a challenge to engage individuals and colleges in the midst of a pandemic that is stressing people and colleges on many different levels.

Tim said the service level agreement (SLA) was created and put in place prior to the launch of the ctcLink Customer Support organization and the Moran organization needs to revisit its efficacy. Grant and Paul agreed.

OCIO

Christy is waiting on a response about Gate 6 funding.

ctcLink Project-Related Commission/Council Topics

Ruby said she is gathering feedback from those who attended the WSSSC/FAC meeting on Dec. 1 and will compile and send it out in advance of next meeting. The general feedback for future presentations is to skip the "ctcLink Project Updates" and modify presentations to address post go-live ctcLink Support issues. The meeting attendees expressed frustration that financial aid issues were only discussed in the last few minutes.

Agenda Items for Future Meetings & Meeting Closure

- Dec. 29 meeting cancelled
- Jan. 12, 2021 - DG4-A go-live readiness, need quorum
- Jan. 26, 2021 - DG4-B go-live readiness, need quorum