



STEERING COMMITTEE MEETING MINUTES

March 23, 2021, Webex Only

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Rodger Harrison, Bellevue
- Carolyn Tucker for 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

Staff & Guests

- 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
- Sandy Main, SBCTC Application Services Director
- Eli Hayes, ctcLink Schedule Manager
- Kevin Brockbank, Spokane Community College president

Welcome

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

Approval of Minutes

The March 9, 2021 draft minutes were approved as submitted.

DG4-A and DG4-B Post Go-Live Status Updates

DG4-A

Tim said they are tired, but they are surviving. Highline's current focus is on enrollments and students paying tuition. There was concern that previous technical issues with Cybersource/KeyBank led students to give up. They are doing outreach and touching base with more than 1,500 students and numbers are getting better.

Tim said they are learning more and adjusting internal processes or configurations as they go.

He observed there has been a knee-jerk response that enrollment is low, because we're in the ctcLink system, but there are many other factors at play. Besides pandemic and Zoom fatigue, K-12 districts are starting to go back to school and schedules are changing for students who are also parents. Their schedules need to balance childcare with college attendance and it's unclear.

DG4-B

Kurt said the novelty and adrenaline have worn off. The Nelnet issues seem to have been resolved and Payroll has been working fine.

Seattle Colleges developed internal dashboard to show class fill rates, which has made data more publicly available for faculty. He has seen faculty be more aware of and interested in course enrollment in ways he has never seen before. Faculty have legitimate fears for their course sections so are giving a lot of feedback. He said they are starting to see pandemic fatigue from both students and faculty. Students feel like if we're going back to school in the fall, they won't bother enrolling for spring or summer.

Pete Lortz, North Seattle VP of Instruction, observed that most faculty were hired during the Legacy system that they didn't receive intensive training on. We are now seeing faculty who have been trained for the ctclink system and so they're prodding it more to explore the features available, including their new access to enrollment data in ctclink. Because they're getting this training in ctclink, some faculty are more willing to explore.

Customer Support

Dani said functional and technical teams are meeting with college SME groups in subject-area Webexes. Sandy's team has been triaging the technical issues. Dani has seen a significant shift in college SMEs' understanding and engagement in the system.

DG5 Go-Live Dates

Eli gave an overview of the DG5 timeline. Christy said we have looked at payroll dates, academic calendar dates and other key dates and then received agreement from DG5 PMs on the three proposed weekends.

DG5 executive sponsors, Chad, Carolyn and Rodger, said discussions have been ongoing as to which colleges will be in which group. Cycle 2 technical conversion runs at the end of April, so will know more about data loads per college in May. There was discussion regarding two weekends vs. three. Kevin Brockbank, Spokane Community College, said the live colleges would be hesitant to shut down on both a Friday and Monday twice.

Tim mentioned system discussions of aligning academic calendars to make these decisions easier. Peter noted most academic calendars are tied to faculty contract negotiations. Tim said while it's not a quick solution, he suggested that DG6 and all the colleges look at their academic calendars and align them as much as possible.

Christy said the Project is looking at factors to support DG6 and develop a go-live schedule. Because we have three-quarters employees and one-quarter contractors, some contractors may begin searching for new jobs toward the end of the implementation.

Rodger suggested the ctclink Project notify DG6 sooner if they will need three deployment groups so they can start mentally processing sooner.

DG5 Go-Live Dates for groups A, B and C – ACTION

The following DG5 go-live dates were unanimously approved (one voting member absent) by the Steering Committee.

DG5 GROUP	CUTOVER WEEKEND	GO-LIVE DATE
Group A	Oct. 8-10	Oct. 11, 2021
Group B	Oct. 22-24	Oct. 25, 2021
Group C	Nov. 5-7	Nov. 8, 2021

ctclink Program Status

Christy gave an update on project status. See [ctclink Project Status Report \(March 1-12, 2021\)](#) for details.

She is still working on the Requirements Traceability Matrix and doesn't have a new date for completion yet. The RTM is a review of the original scope requirements measured against what has actually been implemented or scoped by governance. Moran Technology Consulting and the OCIO's

office needs this document to make sure our commitment and delivery is in line with the original planning for this project.

Deployment Group Status

DG5

Working on Cycle 2 data validation activities.

DG6

DG6 has really been impressing us with their engagement in BPFG.

Budget

Tracking about \$2 million under budget. Budget gate 7 preparations are starting in summer.

Program Risks and Issues

Reuth gave an update on the top risks as of March 12, 2021. She explained the project reports risks and issues along with the colleges. She noted the risk items are mainly to be transparent. See [ctcLink Project Status Report \(March 1-12, 2021\)](#) for details.

Top risks

DG5: Security

For DG5, Security activities are scheduled to begin in March 2021. Colleges need key college security administrators to participate and focused on the learning and adoption of PS Security. College PMs need to be engaged in this progress, provide oversight and all security deliverables per the timeline. Through prior deployment group security lessons learned:

- Security work begins 7 months prior to go live providing the longest time frame for college security administrators to engage in this work.
- Additional security resources have been added to provide Canvas Security training content.
- The ctcLink project team will provide a basic walk through of google sheets to college security administrators before they dive in to the google workbooks

DG5: Data Conversion & Validation College Staff Resources

For DG5, Cycle 2 college data validation activities begin in early March 2021. We are concerned about the college staff resources having the time and knowledge to complete this project activity within the timeline. Work with DG5 College PMs on mitigation.

Bellevue Payroll Resources for Shared Payroll Colleges

Bellevue Payroll supporting three colleges/implementations and continuing to process legacy payroll could cause resource strain and loss of effectiveness in HCM pillar.

Current Status Update: As we approach data conversion and validation activities for cycle 2, we are developing new security roles for Bellevue to manage this work effort and also assisting the college with developing new business processes.

Requested for Skagit PM to modify their risk verbiage to call out any concerns they have with segregation of duties and security, etc.

Top Issues

Christy said that as the project has revised dates in the schedule there have been some hiccups and miscommunications. In some cases, what the Project thought it was saying was not perceived as intended.

DG5 PMs concern about project dates

The DG5 PMs and our college project teams are encountering issues with date information and changing dates. The dates for the project are not clear and continue to be changed. The date changes are directly impacting the project pillar leads and SMEs. PMs and college employees are unable to accurately forecast and manage schedules. Examples: CVX environment release date & due date for Cycle 3 data files has been changed at least 3 times and the data snapshot date has changed.

ctcLink Response: During the recent DG5 PM Weekly meeting, it was clear that changes to the Implementation Plan and Schedule, miscommunications, as well as inconsistent and multiple places for dates, led to this issue. The miscommunications have led to extra work for the DG5 PMs, as well as confusion and frustration for college SMEs.

Actions to Resolve: Eli Hayes, ctcLink project team Project Plan Manager, will meet with either the DG5 PM group or with each individual PM to walk through the schedule, explain the activities, duration, and predecessor/successor activities to ensure that all DG5 PMs have a good understanding of the Plan, Activities, etc. to ensure better communications moving forward. Any future plan date changes will be discussed with the DG5 PMs prior to any movement of activities in the schedule.

Additionally, Reuth's team will evaluate where dates are listed within other forums (cDR, Canvas, Reference Center, etc.) and ensure they are consistently aligned with the DG5 plan/schedule and continue to monitor to ensure consistency.

DG5 PMs and SMEs Trust in project

Christy said that there have been some issues with colleges logging issues on behalf of an entire Deployment Group, but they have clarified.

Carolyn said it's not just a college issue. When the colleges got dates for data validation, they were planning their lives around it and expectations weren't met. Christy said it was miscommunicated by the Project that data would be available Tuesday when, in fact, it was Friday all along.

The DG5 PMs and project teams are losing trust in the ctcLink Project team due to the changing of dates and incorrect information posted. When information provided is not accurate it causes SMEs and PMs to have doubt and mistrust in the Project team.

ctcLink Response: The ctcLink Project Team has now implemented 14 Colleges and SBCTC. We are saddened by the DG5 PMs' expressed lack of confidence and transparency in the Project Team when that has been the foundation of the ctcLink PMO leadership and team efforts. During the recent DG5 PM Weekly meeting, it was clear that changes to the Implementation Plan and Schedule, miscommunications, as well as inconsistent and multiple places for dates, led to this issue. The miscommunications have led to extra work for the DG5 PMs, as well as confusion and frustration for college SMEs.

Actions to Resolve: The ctcLink Project Team is reviewing where changes have been made to the plan, who has requested those changes and/or which dependency led to the changes to gain a better understanding of the impact. The DG5 plan/schedule is being finalized as much as possible, but as we have seen in prior deployments, there still needs to be close collaboration, communications, and flexibility when needed for the successful implementation of the eight (8) colleges in DG5.

Eli Hayes, ctcLink project team Project Plan Manager, will meet with either the DG5 PM group or with each individual PM to walk through the schedule, explain the activities, duration, and predecessor/successor activities to ensure that all DG5 PMs have a good understanding of the Plan, Activities, etc. to ensure better communications moving forward. Any future plan date changes will be discussed with the DG5 PMs prior to any movement of activities in the schedule.

Moran/QA

Paul Giebel said overall, the Project has some areas of concern (yellow), but this is due to the complexity of what remains to be done. There are good processes in place, but frankly, it's important to understand things could still go wrong. There are a lot of moving parts and adapting to each deployment group, we need to be sure to have the right communication channels and processes.

From college standpoint, it's time to keep the pedal to the metal. The Project needs to make sure colleges continue to understand there is a lot of work yet to do to make this successful. Just because previous colleges have been successful, doesn't mean future colleges will be. We are at the halfway point. Soon, we will be more in Support mode than Implementation mode and it's a lot of work with a lot of moving parts, and a lot of communication required.

OCIO

Condition #6 will be closed out as soon as the remediation solutions are closed out.

ctcLink Support Organization Update

Customer Support Update

Dani said ticket counts are pretty high right now, but she is working internally with her team and Sandy's to determine which tickets are technical or functional. The Support team is working to update Service Level Agreements (SLAs) and asked Shanda Haluapo and Roger Curry to reach out to Clay Krauss, Tacoma PM, and Pat Daniels, Highline PM, to get initial feedback and advice.

Production Support Update

Dani said that with all the conversations about support and the number of colleges already live and continuing to go live, as Paul said, it's not just about answering tickets, but to also evolve as a support organization. They are working on internal Standard Operating Procedures as it applies to Support, App Services, Production and Data Services teams, so they are in better alignment with how we're handling issues and tickets, especially in responding to clients.

The most recent production update handout is available online and was updated last week for the ctcLink Working Group: [Production Update \(SBCTC ctcLink Support\), March 17, 2021](#)

Application Services

Accessibility Update

Sandy reported that as of last Thursday, they have wrapped up all the OAAP accessibility issues.

Sandy is working with Disability Support Services Council (DSSC) on a recurring monthly Webex on accessibility issues to keep an open conversation with colleges. These will be open to anyone in the system who wants to participate. They are aiming for the second week in April for first meeting.

Ruby asked if the sessions will respond to the many letters sent by ARC, WSSC, DSSCC, IC etc. over the years. Sandy said she has reached out to Oracle to understand their roadmap to get certain accessibility issues fixed and will be sharing what she learns during those meetings.

The accessibility mitigation report process will be restructured. Up to now, the focus has been on the Level Access findings, with information from the colleges scattered throughout. The new report will refocus and concentrate on what the colleges need. Level Access information will still be there, but it will shift focus on college-reported items, which are far more important at the moment.

Have changed our approach to updates from Oracle with their product updates, which we call Image Updates or PUMs. For example, we are releasing Finance Image 39 the first week of May and we have a dedicated group going through and looking at it from an accessibility standpoint.

Online Admissions Application Portal (OAAP) Update

Sandy reported the third-party accessibility widget was removed from the OAAP about a week and half ago. Ironically, the widget broke accessibility, particularly for visually impaired. Disability Support Services Council (DSSC) and Committee for Accessible Technology Oversight (CATO) raised concerns about the tool and engaged in positive collaboration with ctcLink Support on the matter.

The accessibility plugin was an optional site tool that applicants could choose to use to augment certain web usability features. While it did a generally good job addressing user-experience issues, it was less useful for keyboard navigability and support needed for visually-impaired users.

Tim asked if the information would be shared about the widget being removed. Sandy said the message had been sent to the college OAAP admissions admins, but she would add to future updates.

Sandy said they are working on getting DG4 colleges onto OAAP by early summer, instead of waiting until DG5 deployment.

About 13,000 new accounts have been created since go-live and about 9,700 applications submitted.

Chad thanked Sandy and her team for all the work and additional communication around accessibility in general.

Commissions and Councils

Carli will give update from Instruction Commission on outcome of Dec. 2020 “Strategies for ctcLink” memo to WACTC to the next meeting.

Peter Lortz said the Instruction Commission went through the Enhancement Request flow charts to better understand how changes are requested, approved and prioritized.

Agenda Items for Future Meetings & Meeting Closure

April 6, 2021

- DG5 Go-Live college groupings for DG5-A, DG5-B and DG5-C
- Carli Schiffner: Update from Instruction Commission on outcomes of Dec. 2020 “Strategies for ctcLink” memo sent to WACTC.
- Carolyn Tucker will complete Executive Sponsor paperwork and SC will vote to recommend her to cELC for voting membership.

April 20, 2021

- DG4 Lessons Learned presentation by Reuth Kim