



STEERING COMMITTEE MEETING MINUTES

June 14, 2022 – Webex

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Rodger Harrison, Bellevue
- Carolyn Tucker, Skagit Valley
- Tim Wrye, Chair, Highline
- Chad Stiteler, Bellingham Tech
- Grant Rodeheaver, SBCTC
- Choi Halladay, SBCTC
- Carli Schiffner, SBCTC

Non-Voting Members

- Christy Campbell, SBCTC
- Paul Giebel, Moran Technology Consulting
- Rich Tomsinski, OCIO Representative
- Chris McLain, Lake Washington Tech Executive Sponsor
- Brian Lee, Clover Park Tech PM
- Clay Krauss, Tacoma PM

Non-Voting Commission Reps

- Peter Lortz, IC
- Ruby Hayden, WSSSC

Staff & Guests

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

Welcome, Introduction of Members and Guests

Christy and Tim welcomed members and guests to this *final* Project Steering Committee meeting.

Approval of Draft Meeting Minutes

May 31, 2022 draft minutes were approved as submitted.

Today's minutes will be high-level notes which won't require committee approval and will be posted at the [Project Steering Committee Meetings & Minutes](#) web page next week.

Meeting Recaps

cELC/WACTC-Tech June 2, 2022 Meeting Recap

Christy reported that the final cELC meeting included an overview and discussion of the last deployment. Many presidents expressed happiness to be completed with implementation and relieved that the project didn't go over budget. Grant updated cELC on the new operational governance model being put into place. Tim said there was a bit of discussion about the budget.

Kurt asked about the new governance structure with only one representative per district and wondered why they wouldn't name one per college. Grant explained that colleges can name backup members, but that in the ctcLink College Collaboration group there will be one vote per district. Tim said the decision-making will be based on consensus-building and that if having only one primary ctcLink College Leader seems to present a problem for the districts, they could consider a request to revise the charter at a later date.

OCIO/TSB June 14, 2022 Meeting Recap

Christy said it went well, but was disappointed there wasn't more time for she and Paul Giebel to share. Rich thought the presentation went well and said the written ctcLink Lessons Learned will be very valuable to the OCIO and other enterprise IT projects. He said, as OCIO oversight consultants, they have been referring agencies to other agencies to share ideas and collaborate, so he wouldn't be surprised if ctcLink folks get contacted for advice.

Sherry said she enjoyed hearing from TSB member, Rep. Matt Boehnke (R-8th District), whose day job is director and lead professor for the Columbia Basin College cybersecurity division. He likened

himself to the “Undercover Boss” television show as he watched how the on-campus implementation unfolded. He was impressed with the campus communication and resources as they rolled out ctcLink at the college. Watch the meeting recording on TVW: [ctcLink Project – Final Update to TSB](#).

Project Status

Final Status – Green and Gray All the Way Down

Christy gave a final overview of the Project status. For the last four years, Overall, Schedule, Scope have been yellow. For the first time, the Overall, Schedule, Scope and Budget are green. See the [June 14, 2022 Steering Committee Presentation](#) for details.

May budget summary

Christy reviewed the May 31, 2022 budget summary. There are a few contractor and vendor payments still outstanding and the final budget reconciliation will be available later in July.

The projected budget is at about \$100,000 remaining; not the \$500,000 previously projected. This has to do with some of the CampusCE implementation late reimbursements. The PMO reached out to colleges to remind them to submit their invoices or they would lose the funds.

Payouts for some of the resources are higher than expected. Those on the books through June 30 were encouraged to use up some their vacation time.

Choi said Tysha Tolefree met with Teri Sexton, SBCTC interim accounting director, to review the variance between the OCIO dashboard and SBCTC books. They got everything into compliance within about \$150,000 and feel good about closing the gap. SBCTC will continue to work on the variance.

QA Final Report

Paul Giebel said the following items, all inter-related, were key to Project success. He said there were plenty of times over the years we could have chosen failure, but the colleges and teams rose to the challenge and chose success.

- Governance – Project established an effective structure after the re-planning effort
- Project Leadership & Accountability – Dr. Luke Robins, Peninsula College president, led the effort to get execs on board and Christy established the project culture
- Transparency & Collaboration – Open and honest feedback led to all parties working together
- Processes – Repeatable project processes and common business processes
- Acceptance of Risk with Controls – Restart had acceptance of risk, but with better controls
- Focus – ctcLink became a systemwide priority and success was chosen over failure

Tim and Christy expressed gratitude to Paul and Moran Technology Consulting for their partnership. Christy said the importance of the relationship with the QA vendor is important; not so they can cover for each other, but to have a transparent and open relationship. Moran gave us the honest feedback we needed, even if it wasn't always pleasant.

ctcLink Project Closeout Activities Update

Project Closeout with Washington State OCIO

Christy said we are just about complete with closeout. Still need to submit the Post Implementation Review (PIR) due Friday, June 17, which includes final Lessons Learned, budget report, and other project-close artifacts. The final budget reconciliation and QA report will need to be submitted.

[The [SBCTC ctcLink Post Implementation Review 2022-06-17](#) was published to the OCIO dashboard last week and has been added to the *Lessons Learned* tab at the [ctcLink Project](#) main page.]

Lessons Learned

Susan Maxwell gave an overview of the final overall [ctcLink Project Lessons Learned Final Report](#), which is posted at ctcLink webpage and will be incorporated into the final report to the OCIO.

The [DG6 Lessons Learned Report](#) has been distributed to governance groups and posted at ctcLink webpage. All DG Lessons Learned Reports are available at the [ctcLink Project](#) webpage in the Lessons Learned tab, including the [ctcLink Post-Implementation Report](#) (survey of DG2-DG5)

Overall Project Final Lessons Learned

Leadership, Governance, Project Controls

- Project director with similar project experience required (industry, size, and budget)
- Strong governance model with system-wide representation
- Agency PMO with qualified staff
- Manage scope and ownership centrally
- Continuous improvement
- Practice Implementation/Go-Live

Vendor Management

- Due to unique circumstances, ctcLink was managed internally after 2018 restart
- Assign a PM within the agency PMO to manage vendor: contractors, invoicing, quality of deliverables
- Actively partner with vendors and hold them accountable to deliver per the contract/Statement of Work

Managing Change (OCM), Training, Communications

- College customer buy-in, partnership and ownership of local project is key
- Coordinate OCM trainings, knowledge-sharing sessions for PMs, Exec Sponsors, Change Leaders
- Ensure an adequately resourced, professionally developed training program
- Centralize and standardize communications; communicate project changes early, frequently

College (DG2-DG6) Lessons Learned

Change Management, Communication & Training

- OCM work is important, but gets squeezed out by other priorities.
- Communication templates from project are important.
- Training must provide sufficient hands-on opportunities for staff to practice activities and sufficient theory behind the activities so people understand why they are doing a task.
- Want standard end-user training materials instead of creating their own.

Staffing Resources

- Project needs to recognize that all colleges do not have the same resources.
- Hire Project Managers, Business Analysts, and back-fill staff early. They are instrumental in preparing and stabilizing ctcLink. Hearing this message from other colleges was important.

Tools, Templates, and Standardization

- Too much flexibility to set things up uniquely with no understanding of impacts.
- Wanted common tools, checklists, model budget, model college sandbox, standardized configurations, standardized security and SACR settings based on job roles.
- Standardize project documentation between pillars and ensure it is accurate.

SBCTC ctcLink Support Organization

Customer Support Update

Dani said the weekly pillar work sessions are underway and are now scheduled on a regular basis. The key topic of conversation lately is Financial Aid. She met with the Financial Aid Council (FAC) on June 3. During that meeting, DG5 and DG6 colleges expressed concerns, but not DG2, DG3 or DG4.

Their new aid year has been set up for them, but the colleges are still a bit at loose ends. We heard them and took it very seriously, so we pivoted to deliver focused training.

The ctcLink support team cancelled the standing trainings and is instead working directly with small groups of DG6 colleges over the next two to three weeks. The Student Financials team is on call to assist as well. The initial focus is on summer “header” colleges; the “trailer” colleges will be next. [At header colleges, the summer term is *before* the upcoming academic year. At trailer colleges, summer term is *after* a completed academic year. This distinction impacts the financial aid year.]

The high turnover at the colleges has been challenging, especially as colleges are still trying to get their feet wet in ctcLink. This has created extensive additional workload for the ctcLink Support team as they provide focused support. Support is working with Tara and the PMO team to make sure we have input from all teams and colleges.

Application Services

Sandy said there are no planned outages coming up. They are working on the Financial Aid pre-release patches for release June 23. Human Capital Management image 41 scheduled for July 23. They are working to establish their new business-as-usual.

ctcLink Operational Governance Update

Grant gave an overview of the recent activities to put elements of the new operational governance model into place:

Governance Groups

- ctcLink Working Group Member Recruitment
 - Sent June 6. Self-nomination forms due July 1. Two names have been submitted
- ctcLink College Leaders Appointments
 - Sent June 6. Forms due from presidents/chancellors July 1.
- ctcLink College Collaboration Group
 - STAC meetings June 10, 14, 15 to lay groundwork.
 - The taskforce has been meeting to work through processes and a draft charter.

Processes Under Development

- Tara and the PMO team have been mapping the new ctcLink Enhancement Request (ER) Delivery Process Flow for STAC consideration.
- Prioritization method to guide colleges in ranking governance-approved Enhancement Requests

Ruby had to leave the meeting, but sent a note in chat on behalf of WSSSC, that WSSSC is asking for the simplest explanation possible about how colleges or commissions can request changes.

Acknowledgments & Adjourn

Christy gave a final farewell and expressed her gratitude to the Steering Committee, saying this has been an absolute incredible adventure the last five years and that we have accomplished an incredible feat.

She believes we wouldn't have been able to get this done without the strong partnership between the project team, the colleges and the SBCTC. With her 20-plus years of consulting perspective, she doesn't think we could have accomplished this any other way and that no implementation vendor could have done it better than we did together. She hopes ctcLink continues to be viewed as a systemwide partnership.

Tim expressed gratitude to the SBCTC and the colleges who participated in the Steering Committee for making it a pleasure to work through. Even though it was a struggle at times, he appreciated the collaboration.