COMMUNITY AND TECHNICAL COLLEGES
Washington State Board

DRAFT CTCLINK PROJECT CHARTER

SBCTC ctcLINK PROJECT MANAGEMENT OFFICE

Revised Aug-Sept 2018 to reflect project reorganization and restart

Table of Contents

Introduction

The ctcLink Project is the implementation of a single, centralized system of online student and administrative functions that will give Washington State community and technical college students, faculty and staff 24/7 access to a modern, efficient way of doing their college business. It includes a new set of integrated software tools for student administration, academics, student finance, college financials, HR/payroll and data/reporting. As the legacy software is replaced with modern technology, all 34 colleges will also redesign and align current business processes with streamlined, standardized practices.

At the onset of the ctcLink project, a charter was developed and certified as one of the contract deliverables with Ciber, which was the implementation partner at the time. This updated charter reflects the many changes to the project following the exit of Ciber and the restart of the project.

Purpose

The revised ctcLink Project Charter outlines the project objectives, benefits, guiding principles and overall scope of the project. It also reflects the updated project methodology, approach, governance model, schedule, budget and staffing plan, as part of the re-planning and project restart efforts that began in late 2017 under the guidance of a new project director.

This Charter details the revised governance and decision-making structure and formally empowers the ctcLink Project Director to restart/continue the project. It gives the Project Director full authority to execute the project activities and oversee all aspects of the project including budget, staffing, schedule and deliverables, as well as managing the project to scope.

Charter Approval and Distribution

The revised charter will be reviewed by the ctcLink Project Director, the ctcLink Project Sponsor (SBCTC Deputy Executive Director for Information Technology) and the ctcLink Executive Sponsor prior to review by the ctcLink Steering Committee. The ctcLink Executive Leadership Committee will provide final approval and signatures.

Once approved, the revised ctcLink Project Charter will be distributed as follows to key stakeholders and posted to the ctcLink Website, the OCIO's IT Projects Dashboard and the ctcLink Document Repository.

Washington State Community and Technical College System Overview

The Washington State community and technical college system is made up of 34 colleges with more than 70 locations across the state. The colleges serve about 374, 000 students annually and employ more than 18,000 faculty and staff. The Washington State Board for Community and Technical Colleges — led by a nine-member governor-appointed board—advocates, coordinates and directs the 34-college system.

Colleges provide courses and programs for students to train for the workforce, prepare to transfer to a university, gain basic math and English skills, or pursue continuing education. System colleges

range from smaller rural campuses serving 4,000 students to larger, metropolitan complexes serving 30,000 students (not including continuing education).

The system has the unique distinction of being the only state in the nation in which all state-supported community and technical colleges share a single administrative system — with centralized allocation management and reporting — yet are individually accredited and autonomous. This structure provides both challenges and opportunities for implementing an Enterprise Resource Planning (ERP) project.

Project Need

"A common suite of online tools is needed to create efficiencies system-wide, keep pace with innovations in teaching and learning, and provide the services students and staff expect in today's digital world." ~ Strategic Technology Plan, Washington State's community and technical colleges, 2008

The State Board for Community and Technical Colleges (SBCTC) supports core administrative computer/software systems for all 34 community and technical colleges. A decade ago, an external IT infrastructure/applications study found the current legacy systems to be at risk and in need of modernization.

The computer code base of the legacy system has evolved through a wide array of prioritization and optional configuration approaches. The result is 10 million lines of code that are highly dependent upon a complex array of subroutines, "include files" and repurposed configuration parameters. A system in this aged condition is difficult and costly to maintain, as any effort to modify the existing code base requires extensive analysis and testing to mitigate the risk of failures in downstream programs.

Additionally, to meet the colleges' administrative needs for modules not supported within the core systems, third-party software has been heavily integrated into the core systems over the years. The result of this necessary integration is split user-authentication methods and blended infrastructure to support the technically diverse computer applications. In addition, human resources with sufficient system knowledge to support the core product have dwindled over the last 35 years, which limits the feasibility of enhancements.

Project Background

Based on results from a readiness assessment performed in 2010 by a leading technology firm, the community and technical college system embarked on an enterprise resource planning (ERP) project to replace the 35-year-old legacy system used by all 34 colleges and the SBCTC. As part of this work—and as recommended by an external consulting group—the legacy applications were migrated from a HP3000 platform to a HP/UX platform in 2011 and centralized at the State Data Center in Olympia, Washington. This afforded the community and technical college system the necessary time needed to plan and implement a new system across all 34 colleges and the SBCTC.

Following extensive planning and a formal RFP process, the ctcLink project kicked off in 2013 and three pilot colleges deployed into the ctcLink/PeopleSoft environment in August 2015. After a difficult go-live with the three pilot colleges, an external Independent Verification and Validation (IV&V) was performed in 2016. Based on the IV&V findings, further deployments were put on hold while the project entered a Pilot Remediation phase in December 2016. The Remediation phase was

officially closed in December 2017, with conditions of a plan and timeline approved by all parties to complete outstanding Remediation items.

In addition, Washington State's Office of the Chief Information Officer (OCIO) required a new project Investment Plan and Technology Budget prior to the restart of the project. The updated plan, along with a budget that supports it, was developed and approved by system leadership and external (oversight) groups in January 2018.

Project Vision

The community and technical college system's Strategic Technology Plan, published in November 2008, had one, overarching goal: **mobilize technology to increase student success.**

The ctcLink project will provide the foundation for the next generation of services to students, faculty and staff in an environment that enables them to self-manage select data and online services. It will leverage and enhance the inherent efficiency of the 34-college system through the implementation of a single, centrally provided system of online student and administrative functions.

The single installation will support the use of standardized business processes for all 34 colleges and SBCTC for key services, such as admissions, financial aid application processing, degree audit, course catalog access, purchasing and payroll.

Project Objectives

The expected outcome of the ctcLink project is to resolve the Washington Community and Technical College system's business problems with a modern enterprise application suite that has an enterprise-wide data schema.

The ctcLink project will provide common college computing software and business practices to perform student, personnel, and financial functions and run off common, shared databases and a unified system infrastructure. Data management and analytics will be more accurate, convenient, and easier to access.

Once all colleges have implemented ctcLink, they will shift from using duplicative, locally developed forms and processes to using a single, centrally provided system of online student and administrative functions. This is achieved through the single, statewide purchase of Oracle PeopleSoft software and hosting services, and a single installation for all 34 colleges and the SBCTC. It will require colleges to use standard business processes, and limit customization to only those areas unique to college operation in our state system, such as state reporting requirements or areas where colleges consolidate and report as a single entity.

Once ctcLink is implemented across the state, the colleges can share information and data, align business practices and work more efficiently in a modern software environment. They will have a single source of accurate, real-time data and the ability to create and share useful reports.

Benefits

Some key benefits to ctcLink in addition to those described above:

- Access to information for students, faculty and staff from anywhere at any time

- A single source for accurate and timely data
- Standardization of select administrative processes to support efficiency and effectiveness across the system
- Flexibility to respond to changing business requirements

For students, this means:

- A more common online experience through the use of the same online tools for all of their college business—from admission to graduation
- A single ID and record for any community or technical college they attend, so their information will follow them wherever they enroll.
- 24/7 access to an online student center that will allow them to register for classes, pay tuition and fees, add/drop/swap classes, get financial aid information, view grades, track graduation status and apply for graduation, contact an instructor or advisor and manage personal contact information.

Project Goals

The goals of the ctcLink project are to:

- Implement the PeopleSoft software suite for Higher Education for all 34 community and technical colleges by the end of 2021. This will allow the system colleges to access and use all student, human resource and financial data within a single integrated environment.
- Redesign and align current core business processes across all 34 colleges and SBCTC with streamlined, standardized practices. Colleges are participating in Common Process Workshops to fulfill this goal.
- Provide the Colleges the flexibility and scalability to support their mission for the long term.
- Enable the colleges to meet their broad business objectives.

Project Scope

The ctcLink Project scope was defined in the Request for Proposal (RFP) in the initial startup of the project. The initial requirements have not changed. From a product perspective, the following software/technology is in-scope and being managed within the ctcLink project:

- Campus Solutions (Student Administration)
- Human Capital Management (HR/Payroll)
- Financial Management
- ctcLink Portal
- Oracle Business Intelligence (OBIA/OBIEE)
- Additional solutions: Online Admissions Application, Continuing Education, Asset Inventory Management, Mobile, 25Live (room scheduling).

In addition, ctcLink will implement standard and custom reporting, interfaces with legacy systems, and workflow solutions across administrative functions to meet SBCTC business requirements.

Project Guiding Principles

To achieve the goals and objectives as defined, the SBCTC developed a set of Project Principles to ensure project success. These guidelines were adopted by all college presidents, chancellors and the SBCTC in 2009. The principles were re-affirmed by the Washington Association of Community and Technical Colleges (college presidents' organization) in February 2013:

- This is an educational service and business process reform project, supported by information technology. This project will provide the technological infrastructure upon which educational tools and services of tomorrow will be built.
- ERP customization at the system and campus level must be minimized and will be considered only as mandated by statutory requirement or a business case that benefits the system as a whole.
- Systems that replicate information and processes of the ERP should be eliminated. The creation of new systems and updating of formerly existing systems are outside the scope of this project.
- All options that can reduce overall one-time and recurring costs for the ERP system must be considered.
- Colleges and the SBCTC will commit the necessary human resources to architect, implement and test the system in a timely and efficient manner, with the understanding that it will require the dedication of many of their best "key" staff members.
- Project leaders, steering committee members, executive sponsors, and other participants in the ERP project will be chosen wisely and will be empowered to make necessary decisions.
- Consistent data structures are required.
- Processes and procedures may not need to be identical on each campus; however, processes and procedures must be sufficiently similar to remain within the common academic and business services framework of the college system.
- ERP system implementation will require all employees to acquire new software tools and business skills, making it possible for them to work at a different and possibly higher skill level.
- Communications and awareness will be geared toward a broad range of constituents.

Critical Success Factors

The prerequisites for success of the ctcLink Project include, but are not limited to:

- **Executive Sponsorship**: The Executive Sponsor is an effective champion for the project.
- **Project Sponsorship**: Removes barriers and ensures the project meets its objectives.
- **College Leadership**: Supports the project and is willing to dedicate resources and time. College representatives are actively engaged in business process definition, analysis and verification, and there is buy-in, participation and adoption from the College project teams.
- **Governance Model**: An effective structure to ensure oversight, minimize risk and maximize transparent communication.
- **Project Budget**: Sufficient financial resources, as budgeted, are available at appropriate intervals for the duration of the project.
- **Project Timeline**: The project is managed to a schedule and defined scope and budget that have been approved and are supported by the nine-member governing State Board.

- **Project Scope**: The ctcLink Project follows a well-planned implementation strategy.
- **Staffing**: Appropriate personnel resources are provided at the College, Implementation Team and ctcLink Project staff to ensure on-time completion of tasks.
- **Ongoing Production Support**: There is uninterrupted post-deployment support for the ERP system.
- **Common Policies and Procedures**: Colleges are committed to standardizing business processes and procedures where the system benefits as a whole.
- **Knowledge Base**: Knowledge is shared and documented, including training and project documentation.
- **Minimum Customization**: There is a concerted effort to avoid modifications to the software in order to minimize short and long term cost.
- **Organizational Change Management** (OCM): The ctcLink implementation represents a monumental transformation in the way the 34 community and technical colleges operate. To assure optimal and sustained success of the ctcLink solution, OCM activities and change in general will be at the forefront through the life of the project. The OCM team will be responsible for focusing on the following key areas:

    - Leadership and Resource Engagement
    - Change Impact and Readiness Assessments
    - Benefits Realization
    - Communications
    - Learning and Development
    - Sustainability

Project Assumptions, Constraints and Risks

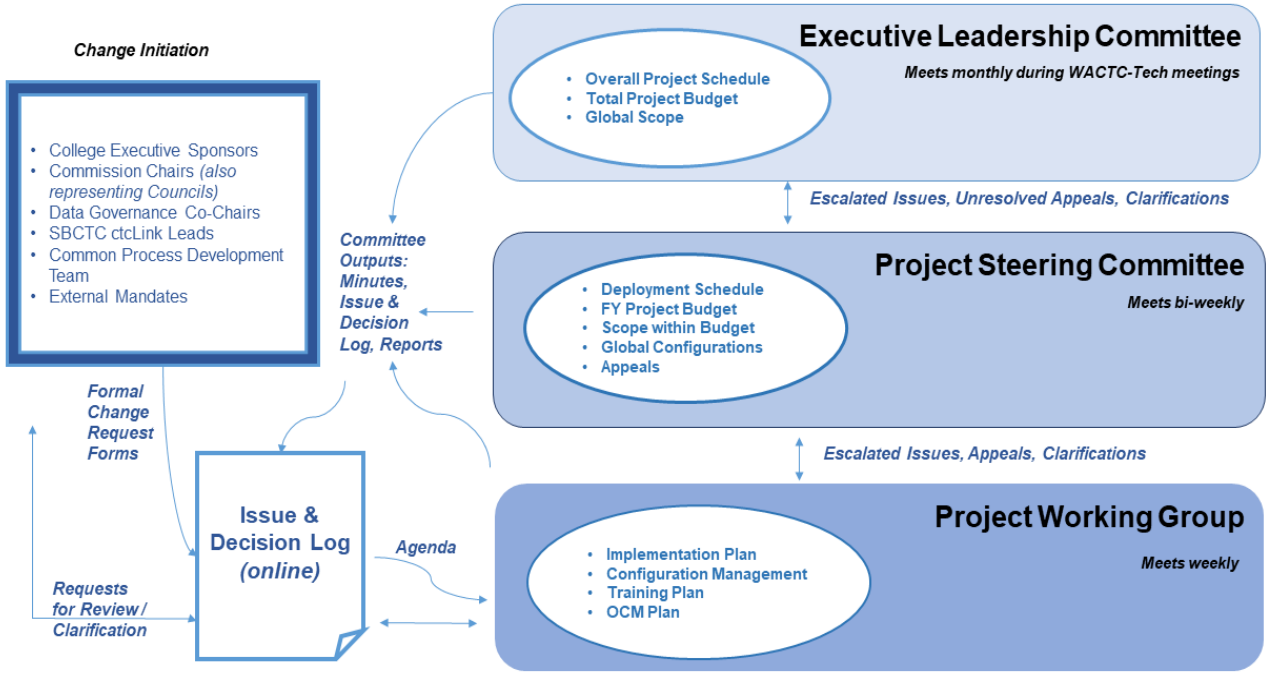
- **Software Capabilities**: The Oracle/PeopleSoft application software will meet the majority of the colleges' business and technical requirements as defined in the original Request for Proposal (RFP).
- **Strategic Alignment with SBCTC's Vision**: For purposes of the ERP Implementation, ctcLink will provide the services specified in the agreed-upon contracts and is aligned with SBCTC's strategic vision.
- **Business Requirements**: The colleges' business requirements were accurately represented in the RFP and will be appropriately refined during the implementation, providing the colleges with a comprehensive solution.
- **Legacy System Support**: The aging core legacy systems will be supported for the duration of the project while the new (ctcLink/PeopleSoft) solutions are phased in.
- **Technology Infrastructure**: The technology infrastructure will be augmented as and when appropriate to support project requirements.
- **Supporting Systems:** The colleges will be willing and able to support migration from, or integration with, any supporting systems they choose to retain.
- **Staffing:** ERP implementations require the involvement of a multitude of stakeholders from across business areas as well as an adequately staffed Project Team. Given the concentration of business knowledge at each college, the ctcLink project may be challenged to involve the right people in the project. Additionally, ERP projects in the higher education market have high staff turnover due to factors such as cultural conflicts, change, fast-paced environment and complexity.

- **Common Processes, Policies and Procedures**: Through the Common Process Workshops, stakeholders will discuss and consider standardizing relevant processes, policies and procedures across the colleges.
- **Organizational Readiness**: Throughout the duration of the project, project participants, and in particular the project leadership, must make a concerted effort to obtain and maintain buy-in from the college community.
- **IT Infrastructure and Inventory of Skills**: To successfully complete a project of the scale, size and complexity of the ctcLink Project, each college will need to invest in improving its current organizational infrastructure and training its resources for long-term support of new technologies and toolsets.

ctcLink Governance Framework

Three ctcLink Governance Committees — Executive Leadership Committee (cELC), Steering Committee, Working Group — work together to guide and manage the ctcLink project, uphold the project's guiding principles and provide a consistent mechanism for policy decision-making.

Governance Framework Table



ctcLink Executive Leadership Committee (cELC)

The primary function of the ctcLink Executive Leadership Committee (cELC) is to take responsibility for the sustainability, business case and achievement of outcomes of the ctcLink project. The ctcLink Executive Leadership Committee assumes and clarifies the governance role previously assigned to the Washington Association of Community and Technical colleges (WACTC) Technology Committee.

The ctcLink Executive Leadership Committee is responsible for making recommendations to WACTC and/or the SBCTC to ensure success of the project. Any issue or decision beyond the authority of the cELC will be advanced appropriately.

Responsibilities

- Monitors and reviews project status
- Provides project oversight
- Establishes the metrics by which the project and status will be monitored
- Directs the ctcLink Steering Committee to address issues related to risks associated with project success, performance, or status

Authority

- Total Project Budget, as approved by WACTC and the State Board
- Overall Project Schedule, within the approved budget
- Global Scope, within the approved budget

ctcLink Project Steering Committee

The primary function of the ctcLink Steering Committee is to make decisions on issues forwarded by the ctcLink Working Group. The ctcLink Steering Committee reports to the ctcLink Executive Leadership Committee regarding project status and forwards issues to the cELC which cannot be resolved or which can be resolved only via recommended solutions that are beyond the authority of the Steering Committee to implement.

The ctcLink Steering Committee provides a stabilizing influence so organizational concepts and directions are sustained with a long-term systemic view. Members of the Steering Committee ensure project objectives are adequately addressed and the project remains on track.

As external oversight of the ctcLink project, a representative of the Washington State Office of the Chief Information Officer (OCIO) sits on the Steering Committee as does a member of the external Quality Assurance contractor (Moran Technology Consulting).

Responsibilities

- Schedule changes within deployment schedule
- Decisions on scope within budget
- Decisions on changes to Global Configurations
- Working Group appeals

Authority

- Project budget for the current fiscal year
- Schedules for implementation and deployment
- Scope and function of PeopleSoft modules

ctcLink Working Group

The Working Group provides guidance and support throughout the life of the PeopleSoft software implementation and utilization, to enable decisions on the support and enhancement of the ctcLink system and to maximize the overall business value of the ctcLink environment while ensuring the

reliability and maintainability of system functions.

Responsibilities

- Make decisions regarding functionality of PeopleSoft Modules within scope, including new projects, configuration changes and/or code modifications
- Coordinate with Data Governance Committee on state and federal reporting and other enterprise wide solutions
- Make decisions on changes to the implementation schedule that do not impact the current project budget or timeline
- Provide oversight on changes to configuration
- Identify and help mitigate risks
- Provide oversight for training, communications, and Organizational Change Management (OCM)
- Prepare escalated decision packages regarding functionality or changes to the implementation schedule for review and decision by the ctcLink Steering Committee
- Prepare completed decision packages for communication to stakeholders and for filing in the issue and decision log

Authority

- Decisions and issue resolutions that impact multiple pillars and functions within PeopleSoft for both implementation and production areas
- Changes to the implementation schedule that do not impact the current project budget or timeline
- Decisions regarding functionality of PeopleSoft modules within scope
- Appeals of Working Group decisions

Project Structure and Schedule

Project Structure / Organization

The ctcLink Project is staffed from multiple sources. The ctcLink Project team forms the backbone of the project. This will include SBCTC resources. The team will consist of SBCTC functional and technical staff hired specifically for the ctcLink Project. In addition, contractors with expertise in large ERP implementations will be on the project throughout the life of the implementation to ensure success.

ctcLink Deployment Schedule

By the end of 2021, all the colleges and the SBCTC will implement in groups (formerly referred to as “waves”) ranging from six to nine colleges each.

Deployment groups (DG) were created with an eye toward balancing many factors, including, but not limited to: deployment size, college readiness, colleges’ preference, college type (technical or community college), and whether the summer quarter is the start or the end term (“header ”or “trailer”) for the college’s financial and student calendar.

The dates and groups are best estimates of when ctcLink PeopleSoft products will go live at each college, district office and SBCTC. Like any enterprise-wide project of this magnitude, the deployment schedule is subject to multiple factors, including college readiness. Deployment schedules and timeline documents are available the Project Management Office.

Preparatory work and readiness activities are required of each college and agency in advance of its deployment phase. Colleges will be evaluated on measures of readiness before being part of any deployment group.

Roles and Responsibilities

State Board Members

The nine-member governing State Board members will:

- Act as vocal and visible champions for the project
- Keep abreast of all major project activities
- Facilitate removal of barriers

Executive Sponsor

The Executive Sponsor will:

- Secure and authorize budget and funding to the project
- Participate in the governance processes where required and when agreement at the operating levels cannot be achieved.
- The ctcLink Executive Sponsor is typically in an active senior management role and responsible for supporting from the top to assist in influencing stakeholders. They are responsible for identifying the business needs, potential problems or opportunities. The Executive Sponsor ensures the project remains on course and that benefits are realized. They support the Project manager with any issues outside the control of the PM and serve as a project champion. This role is necessary early on in the deployment schedule, throughout the duration of the implementation, and for a period of time post go-live.

Project Sponsor

The Project Sponsor will provide strategic direction to ensure a successful outcome. The Project Sponsor will be responsible for advocating for the project at the executive level and with stakeholders, including:

- Review and authorize strategic project priorities
- Review budget and funding requests, and submit to the Executive Sponsor
- Ensure that the project is being managed to schedule and budget
- Facilitate decision-making on key issues
- Make decisions on escalation of issues to the Executive Sponsor
- Foster active executive sponsorship and participation
- Act as vocal and visible champion for the project
- Monitor the effectiveness of communication across the college system
- Develop and oversee the functional implementation strategy for the ctcLink system

- Approve change orders
- Help mitigate risks
- Attend project meetings

College Presidents

College Presidents will be directly involved in the ctcLink Project activities by virtue of their executive position within each College. The College Presidents will:

- Ensure qualified staff representing the college's requirements are involved in the project
- Foster active college sponsorship and participation
- Provide motivation and positive reinforcement to college project team
- Participate at appropriate points in ctcLink planning and informational sessions intended for executives
- Ensure that they are monitoring ERP communications and getting feedback from their college community
- Provide feedback to the ERP Project Management Office on issues as they arise

Executive Sponsors (College/SBCTC Agency)

Each college (and the SBCTC agency) has identified an Executive Sponsor for ctcLink. The Executive Sponsor is ultimately accountable for the success of the ctcLink Project at their college, is engaged in the project, and is responsible for reporting status to college leadership on a regular basis. The Executive Sponsor ensures the project remains on course and that benefits are realized. They support the Project manager with any issues outside the control of the PM and serve as a project champion. This role is necessary early on in the deployment schedule, throughout the duration of the implementation, and for a period of time post go-live.

ctcLink Project Director

The ctcLink Project Director will be responsible for maintaining operational control over the ctcLink Project and is directly responsible for the entire Project Team, and will provide updates and escalate issues, as necessary, to the various governance bodies.

The ctcLink Project Director roles include:

- Oversee contract management
- Manage relationships with partners and stakeholders
- Foster executive sponsorship and participation from the college system
- Monitor budget and funding; evaluate cost and time implications of project decisions
- Ensure a well-defined organization structure that promotes accountability and has clearly defined roles and responsibilities
- Convene governance groups
- Monitor the team's progress against the milestones established, and provide updates to executives
- Escalate issues and risks to the governance groups, where appropriate
- Expedite and facilitate functional and technical issue resolution
- Endorse and escalate change order requests, as appropriate
- Manage the activities and deliverables of the external QA partner

- Assure coordination between functional project activities and technical project activities
- Investigate, develop, and promote alternative approaches to implementation to meet overall goals as the project progresses

Project Management Office (PMO)

The PMO has authority to make decisions. Members of the PMO both lead and support a full-time staff of administrative and contract personnel, subject matter experts representing each of the major business areas (financials, student administration and human resources), communications and training, the data conversion team and other technical resources.

The ctcLink Project Management Office (PMO) includes:

- Project Director
- Assistant Project Director
- Resource & Procurement Project Manager
- College Relations & Quality Management Project Manager
- Organizational Change Management Project Manager
- Project Plan Manager
- Issue/Risk Management Project Manager
- Project Librarian
- Communications Manager
- Training Manager
- Pillar Project Managers

ctcLink Project Team/Resources

The ctcLink Project resources will be an empowered group who work collaboratively to ensure the delivery of the ctcLink solution to all colleges and the SBCTC. Their roles include, but are not limited to:

- Monitor and manage their team's progress against established milestones
- Ensure decisions are made in a timely and cost-effective manner
- Coordinate and assist college teams through all phases of implementation
- Identify issues and risks and report them to the Program Management Office (PMO)
- Escalate issues and recommendations to ctcLink Governance bodies, as appropriate
- Provide regular status reports to ctcLink Project Governance and stakeholder bodies
- Engage with councils and commissions, Common Process Workshop (CPW) leaders, and other system groups, as requested
- Make resource-allocation recommendations
- Facilitate the resolution of functional and technical issues
- Ensure that all processes for the specific area are well-defined and documented, and have the required approvals

ctcLink Project Support

The ctcLink Project relies on the SBCTC agency and third party vendors to partner with, collaborate and deliver in key areas to ensure successful achievement of ctcLink milestones and implementation. These roles include, but are not limited to:

- SBCTC Deputy Executive Director for Information Technology
- SBCTC Deputy Executive Director of Business Operations
- Application Services Director
- Data Services Director
- Testing/QA
- PeopleSoft Application Support Analyst
- Security
- Data Services
- ERP Support
- Managed Services

ctcLink College Teams

Representatives from each college will be involved in the day-to-day activities of the ctcLink Project. Colleges will conduct readiness activities and assign staff to key roles to ensure successful implementation. Organizational structure will vary, but each college will have designated staff in the following roles:

- Executive Sponsor who reports directly to college president
- Project Manager (PM)
- Organizational Change Manager (OCM)
- Technical Coordinator
- Process/Functional Coordinator
- College Process/Functional Subject Matter Experts (SMEs)
- Communications Coordinator
- Training Liaison

Project Charter Approval

_____ _____

Jan Yoshiwara, *ctcLink Project Executive Sponsor and Co-Chair, ctcLink Executive Leadership Committee* Date

SBCTC Executive Director, ctcLink Project Executive Sponsor

_____ _____

Joyce Loveday, *Co-Chair ctcLink Executive Leadership Committee* Date

Clover Park Technical College President

_____ _____

Choi Halladay, *ctcLink Project Steering Committee Chair* Date

Pierce College District VP of Administrative Services

Washington State Board for Community and Technical Colleges