

Lower Columbia College | ctcLink

PROJECT CHARTER



 ctcLink

lowercolumbia.edu/lcclink



Project Scope

ctcLink is more than a new platform. It's an opportunity to challenge the way we do things, for the better.

It has been a few years since the First Link colleges went live with ctcLink, and during that time there have been many problems reported. These reports have contributed to a sense of anxiety and fear that naturally accompany any project of this size and scope. While there is still a considerable amount of work needed to resolve the remaining issues, the First Link Colleges—like many other institutions of higher education across the country and world—are now conducting business in the PeopleSoft platform.

Throughout 2018 we will have the opportunity and challenge of preparing the campus for our ctcLink transition, including distilling some of the fear and anxiety that has developed. A large portion of the project's success relies on staff and faculty efforts to confidently use the new tools provided by the platform. The goals identified in the following plan are intended to support the ctcLink implementation by promoting and sustaining the knowledge that ctcLink is a positive change for LCC.

Objectives:

- Align All Washington CTC Colleges**
The most ambitious goal of the project is to align all community and technical colleges in the CTC system so that our processes and our data are comparable.
- Increase System Capability**
The project aims to increase system capability by updating the way that we store and report on stored information, potentially improving speed and accuracy.
- Improve System Functionality**
The project will improve functionality by adding a student access component, thus allowing students to take a more active role in their own educational outcomes.
- A new Standard**
Though the next few quarters will be difficult, migrating to the ctcLink system will provide valuable gains in capability, allowing us to maximize our efforts and support student success in a whole new way.

Major Milestones

The specific objectives of this project are designed to create a supportive environment for students and employees to access, distribute, and manage information.

In a project of this scale, mapping major milestones is an important part of determining how success is measured in the project. The following list is intended to help identify and track milestones in the project. These milestones are associated with action items in the project plan and can be tracked to measure project readiness.

Project Initiation

This phase of the project identifies the starting point of project related activities and includes the following activities:

- College Project Planning, Orientation, and Resourcing
 - College Orientation and Resourcing
 - College Project Planning
- Initial Data Cleansing
- Organizational Change Management Initiation
 - Document Current Legacy Business Processes
 - Supporting System Analysis
 - Change Impact Analysis and Action Plan Development
- Implementation Phase Readiness Assessment [Go/No Go]
 - Legacy Business Process Maps Completed
 - All Change Impact Analysis and Action Plans Complete
 - Perform Assessment of Readiness to Proceed to the Implementation Phase
 - Provide SBCTC with Implementation Readiness Report

College Initiation Carryover & Structure Execution

This phase of the project hosts the carryover and go live stages of the project with emphasis on post go live support activities:

- Initiate Change Action Plan Execution
 - HCM Change Action Plan Execution
 - FIN Change Action Plan Execution
 - CS Change Action Plans Execution
- College Help Desk/End-User Support Plan



Project Organization

This project will impact every member of the campus community to some degree. It's important for us to identify who will be responsible for each of the major functional areas.

Project Organization

The initial members of the team include those with expertise in developing planning materials. Additional members with interest and ctLink project will be included during the implementation phase of this plan.

Executive Sponsor:	Nolan Wheeler
Project Manager:	Elias Hayes
OCM Manager:	Wendy Hall
Technical Lead:	Brandon Ray

Consulting Members: *Subject matter experts may be added per the needs of the project.

Stakeholders

Project Stakeholders are a fundamental to the project. While they will not be involved in the implementation phase, they will be involved with the testing, training, and go live phases of the project to some extent. Those stakeholder groups are identified below.

For the purpose of this plan we would refer to these also as key audiences:

- Current Students
- Prospective Students
- Faculty
- Staff
- Community

90%

Students, the vast majority of project stakeholders, will have no active role in the implementation process. For this reason, planning stages have been designed to ensure their interests in the project.

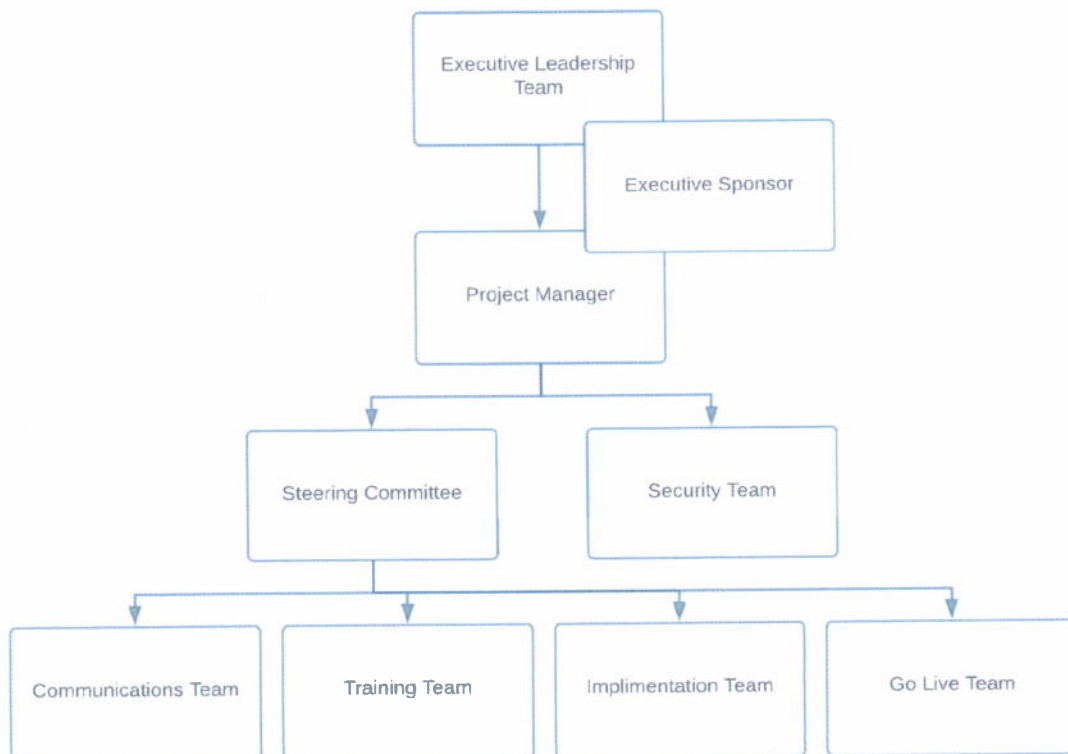
Project Governance

The project governance model has been designed to support project access, information, and workflow for all members of the campus community in a tiered structure.

In an effort to provide the best possible support for our campus community, several teams have been assembled that represent every facet of campus business. These teams are comprised of members from each of the effected departments on campus and are designed to identify and support our global effort to implement the project. Team organization is as follows:

Executive Leadership Team:	Current Members of the Executive Leadership Team
Executive Sponsor:	The current Executive Sponsor assigned to ctLink
Project Manager:	The current Project Manager assigned to ctLink
Security Team:	An IT centric team tasked with ctLink security roles assignment.
Steering Committee:	Functional Leads form all affected departments.
Communications Team:	Relevant communications support staff and OCM SMEs.
Training Team:	SME identified as training lead for each department.
Implementation Team:	SMEs designated to support implementation in each department.
Go Live Team:	Front line employees designated to support Go Live in each department.

Project Governance Overview



Plan Tasks

This is a list of the major tasks and sub-tasks, responsible party/parties, time frame, and status. All major tasks should be listed in this plan. Sub-tasks may change as implementation occurs and should be updated as necessary.

Staffing

Staffing will be determined based on the needs of the project. Project employees will be identified and approved by department supervisors in coordination with the Executive Leadership Team. Due to the high priority and reach of the ctcLink project, all employees will at some stage be involved in at least one phase of the project. Tracking will take place in the Project Resources Roster and will be maintained by the project manager.

Budget

The initial estimate of the project cost is \$500,000. This budget cannot be exceeded without authority from the Executive Sponsor and the express approval of the Executive Leadership Team. Project budget will be tracked and managed by the Project Manager and the Executive Sponsor.

Communication

During the initial phases of the project, status reports will be provided to the Executive Leadership Team bi-monthly and tracking dashboards will be available for review at all times via Google Drive. During the go live phase, status reports will be provided weekly.

Planning/Tracking/Timeline

Due to the complexity of the project implementation process, project tracking will be coordinated with the SBCTC through the Microsoft Project Online application. Planning and tracking documentation will be available for review by all project leadership and reviewed by SBCTC project team members for accuracy and consistency.

Document/System Access

Document and System Access will be provided on an as needed basis to all staff with the appropriate security roles in the system. Project Supporting Systems (Google Drive, Lucid Chart, Sandbox, etc.) will be provided to project employees on an as needed basis in coordination with the project plan and current project phase.

Additional Information

With a project of this scale, there are always game changes waiting to strike. The following sections provide a quick overview of some areas that may change the nature of the project in the future.

Barriers

The largest barrier to the successful implementation of this plan is discomfort with our current communication tools especially as it relates to students. At this time we are unclear if they are consistently reading e-mail, and we lack any real “required” or trackable communication tool. The same is true for staff and particularly faculty who we fear “ignore” messages that we feel may be vital in this process.

To mitigate that risk we can make some strategic investments in better tools that will not only benefit this project but other projects in the long run. We are not alone in this barrier. The problem of communication fragmentation is felt by companies big and small.

Dependencies

One major dependency of this plan is the training plan. The Training Plan should shape the communication plan and vice versa. With equal partnership in both of these groups our communications should reflect the state of ctLink at LCC. This should also help us achieve a long-term and flexible communication process.

Sustainability

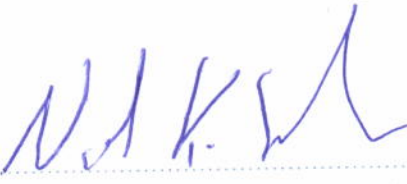
There is no doubt that this project will permanently change the way almost every operation is handled at LCC. It is important that our communication to the college and the community reflect the permanent nature of the changes. We need to remain clear about the nature of the project, supportive of its goals, and concise in our explanations. This will allow for excellent sustainability in our ctLink Communications.

Conclusion

In a project of this scope, it is important to identify our desired goals. These are clearly stated on the first page of this plan to allow us to measure our success through to the completion of the project, even if the implementation portion of the project persists beyond its currently proposed end date. It will also allow us to support the ever changing nature of the project with rock solid objectives, keeping our vision for the project stable.

Charter Approvals


Chris Bailey, President 8-8-18


Nolan Wheeler, Vice President of Administration 8/8/18


Brendan Glaser, Vice President of Instruction 8/8/18


Sue Orchard, Vice President of Student Services 8/15/18


Wendy Hall, Vice President of Effectiveness & College Relations 8/8/2018


Kendra Sprague, VP of Foundation, Human Resources & Legal Affairs 8/15/2018

