Project Charter

Purpose

This project charter formally authorizes the ctcLink project to begin at Shoreline Community College. The Executive Sponsor, President Cheryl Roberts, developed this charter and provides authority to Organizational Change and Project Manager, Joseph Chiappa, to utilize organizational resources to fulfill project objectives.

Guide

Executive Sponsor Cheryl Roberts will complete and sign off on the Project Charter form starting with the item titled "Objectives / Goals."

ctcLink Project Overview

ctcLink is a web-based, integrated system that will be deployed to all Washington community and technical colleges (CTC) and the State Board for Community and Technical Colleges (SBCTC). It will allow for standardization of processes across the 34-college system and support improved service delivery for students, faculty, and staff. System-wide data will be stored in one central location and all 34 colleges will use the same software to access information and resources. Process alignment across the community/technical college system will allow colleges to operate as a connected whole, while still maintaining an individual college identity.

ctcLink Project Purpose

The ctcLink project provides the foundation for the next generation of services to students, faculty, and staff in an environment that enables them to self-manage their data and experiences. It is intended to 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 processes for all 34 colleges and the SBCTC. Additionally, it will support the centralization of key services--such as admissions, financial aid application processing, degree audit, course catalog access, purchasing and payroll--while continuing to enable our individual college autonomy and branding.

The Case for ctcLink

The Washington Community and Technical Colleges' current administrative systems are over three decades old and no longer supported. They use database reporting tools from the early 1980s. This legacy system limits the CTCs ability to streamline policies and practices across all

colleges and support the current and future information needs of students, faculty, and staff. 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.

Benefits

The ctcLink Project is made up of a number of critical components, including:

- Process changes and standardization related to improving administrative efficiency
- Organizational change required to support streamlined processes across functional areas within and between individual college departments and the CTC system
- Implementation of an integrated software suite (Oracle's PeopleSoft) to support the CTC's current and future process needs
- Modern ability for accessing information, including mobile, to improve the student, faculty and staff experience

Change Definition

Organizational Change Management (OCM) for the ctcLink project is a systematic approach that enables people to adapt to new processes, systems, and environments. It requires active intervention, training, qualitative and quantitative measurement, and continuous feedback. It also requires the support of college executive leadership.

Scope

Washington's community and technical college (CTC) system is implementing an Enterprise Resource Planning (ERP) system called PeopleSoft.   PeopleSoft includes a set of integrated software tools for student administration, academics, student finance, college financials, HR/payroll, and data/reporting.

Objectives/ Goals

- Empower students to make choices related to their education.
- Deliver a higher level of access and self-service for students, faculty, and staff.
- Convert processes to an integrated, enterprise system for Shoreline.
- Migrate to a sustainable, upgradeable, and current technology to provide stable functionality of operations and processes.
- Streamline processes throughout the College with a focus on standardizing routine processes, reducing the number of ancillary systems and manual/paper processes, and innovating around processes that add value to the student experience.
- Provide a consistent communication and support for students, staff and faculty to help them successfully transition to ctcLink.
- Comply with accessibility standards.
- Align with SBCTC initiatives.

Shoreline's ctcLink Budget

TOTAL BUDGET AMOUNT: Estimated $1 million over 3+ years (2019-20, 2020-21, 2021-22)

Deployment Timeline

START DATE: March 2019
GO-LIVE DATE: Early, 2022 (To be updated by SBCTC)
STABILIZATION & OPTIMIZATION TIME FRAME: Mid-Late 1, 2022 (To be updated by SBCTC)

Scope of Work and Deliverables

- Provide required project documentation to SBCTC.
- Clean and consolidate data prior to conversion.
- Document current and review/adapt common processes defined by the common process workshops to maintain quality business functionality.
- Create and maintain a repository with an index of processes.
- Inventory, analyze, and document supplemental systems to provide fit/gap.
- Employ OCM techniques to increase interest holder and subject matter expert (SME) engagement.
- Perform user acceptance testing.
- Train and build employee competence with the new system prior to go live.
- Participate in common process development with the CTC system.

Constraints:

- The project will be conducted in accordance to guidelines provided by the SBCTC and Shoreline ctcLink Leadership Team.
- The project will follow budget restrictions as provided by the Shoreline budgeting process.
- The project will stay on the agreed SBCTC project schedule and timeline.
- The project will meet quality guidelines as defined by SBCTC and the Shoreline ctcLink Leadership Team.
- The project will use the resources provided and made available by the Shoreline ctcLink Leadership Team.

Assumptions:

- The project executive sponsor, Shoreline Leadership Team, and SBCTC will provide governance and direction to the project team.
- Adequate budget will be provided.
- Adequate resources will be provided.
- Properly defined quality standards will be provided.

Contingency Plan:

Should this project fail, we will continue to use legacy systems and follow the contingency plan provided by SBCTC.

Governance Structure/Escalation Process:

Shoreline has a two-tier governance structure – Leadership Team and Project Team, both of which will meet at least monthly based on project needs, beginning during the Initiation phase.

Escalation:

- College SMEs/employees will escalate issues to their supervisor or may escalate items to the Project Team in relation to project tasks being performed.
- Supervisors will escalate issues and concerns to the Project Team through either the Pillar/Functional Lead or the Project Manager.
- In the event the escalation involves college wide issues that cannot be solved at the Project Team level, or is related to college policy, budget, organizational structure or decisions to adjust schedules/temporarily close offices to the public to complete project activities; the Project Team will escalate to the Executive Sponsor, who will then take the matter to the Executive Leadership for decision.
- If the issue results in a request to the SBCTC ctcLink Project Team, the Executive Sponsor will submit a formal change request through the ctcLink Governance Framework

Facilities Requirements:

- Office space for new employees in 1200 building
- Small meeting room - 1208M
- Training and Testing Center - 1300 building

Success Criteria:

Successful completion of deliverables, issue resolution, and acceptance by project sponsor and Shoreline's ctcLink Leadership Team.

Approved by Executive Sponsor

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Signature &   Date

Cheryl Roberts, President

Document Revision Log:

Date	Revision Notes
7/8/19	1st draft reviewed by ctcLink Leadership Team
10/18/19	Revised draft
11/19/19	Added Governance Structure
12/13/19	Adjustment to the Escalation section
12/18/19	Approved

Figure 1 Table for Revisions and dates