CCC Board of Education – Topic Summary	
Topic:	Colleague (ERP/SISS) SaaS Migration - Senior Project Manager Consultant
Date:	September 17, 2025
Presenter:	Jeff Shaffer, Vice President of Finance and Operations Saby Waraich, Dean of Technology/CIO
Division/Department:	Information Technology Services (ITS)
RECOMMENDATION:	Approval of Resolution No. R25/26-11, Authorizing Contracting Services for a Limited Duration (2-years) Senior Project Manager Serving to Implement Colleague SaaS with a Not-to-Exceed Limit of $900,000

REASON FOR BOARD CONSIDERATION:
To modernize the college's Student Information System (Ellucian Colleague) the college will be moving to the Colleague SaaS solution. A Senior Project Manager is a critical enabler of this transformation and bring dedicated oversight, discipline, and cross-campus coordination, this role ensures that the College realizes the full benefits of the SaaS migration on time, on budget, and with strong adoption across the institution. The consultant cost will reach the $250,000 plus threshold for contract to be brought before the Board for approval.

BACKGROUND:
Clackamas Community College is preparing to migrate its core Student Information System (Ellucian Colleague) from on-premises infrastructure to a modern SaaS (Software as a Service) cloud platform. This initiative is mission-critical: it touches every division and department including Student Services, Finance, HR, Financial Aid and represents a once-in-a-generation technology modernization effort.
Because of its scale and complexity, the project requires a **dedicated Senior Project Manager (consultant)** to coordinate planning, execution, and adoption across the institution.

Why We Need a Senior Project Manager
- **Complexity of Work:** The migration is not a simple "lift and shift." It involves multiple rounds of data migration, custom replacement, SaaS-compatible integrations, reporting rebuilds, training, and iterative user acceptance testing.
- **Cross-Campus Coordination:** The project will demand sustained participation from functional and technical staff (15–60% of their time depending on role). A Senior PM ensures this work is aligned, sequenced, and balanced against daily operations.
- **Risk Mitigation:** Without strong oversight, risks include missed dependencies, inadequate testing, and delayed adoption. Peer institutions emphasize that early cleanup, strong project management, and change leadership are the difference between success and disruption.
- **Time and Value:** Independent research shows SaaS migrations can generate up to **172% ROI within 22 months**, saving ~$471K annually in infrastructure costs and reducing IT workload by 95%. A skilled PM protects this value.

The Senior Project Manager will:
- Serve as the central coordinator between Ellucian's team, internal stakeholders, and College leadership.
- Develop and maintain the comprehensive 24-month project plan, including assessment, testing

cycles, cutover, and stabilization.
- Lead governance reporting—tracking milestones, risks, issues, and escalations to the Executive Steering Committee and the Sponsor.
- Oversee data migration and validation, ensuring accuracy before go-live.
- Manage integration redesign to align with SaaS APIs (Ethos), retiring outdated methods.
- Coordinate training and leading change management, ensuring staff, faculty, and students are ready for the new environment.
- Drive cutover execution and post-go-live stabilization, minimizing disruption to academic and business operations.

Draft Timeline for Colleague SaaS Migration
(Approx. 18–24 months, depending on readiness and vendor scheduling)
Phase 1 – Planning & Preparation (Months 1–3)
- Contract execution and consultant onboarding
- Establish governance and steering committee
- Develop detailed project plan, risk register, and communications strategy
- Initial data inventory and environment setup

Phase 2 – Design & Configuration (Months 4–6)
- Engage with Ellucian implementation team
- Map current business processes and identify improvements
- Configure SaaS environment and integrations
- Begin change management and communication campaigns

Phase 3 – Data Migration & Integration (Months 7–12)
- Iterative data extraction, cleansing, and validation cycles
- Integrations setup with LMS, financial tools, HR systems, reporting (via Ethos)
- Security and compliance checks

Phase 4 – Testing & Training (Months 13–18)
- Conduct multiple testing cycles (unit, system, user acceptance)
- Launch end-user readiness and training sessions for faculty, staff, and admin users
- Prepare cutover plan and communication strategy

Phase 5 – Cutover & Go-Live (Months 19–21)
- Execute final migration and system cutover
- Communicate planned downtime and support channels
- Go-live and hypercare support

Phase 6 – Stabilization & Project Close (Months 22–24)
- Post-launch support and triage
- Lessons learned and documentation
- Transition to ongoing ITS support and Ellucian managed services

Estimated Cost Break-Out: Approx. $450K/year for a Project Management Consultant role
- The cost of a consultant can be up to $230.00/hr. which is pretty much with the industry standard for a Senior Project Management Consultant.

Contracting Approach / Cooperative Agreement
The college intends to pursue this engagement under a cooperative purchasing agreement, which allows public institutions to leverage competitively procured contracts to expedite procurement and achieve cost efficiencies. This method is fully compliant with ORS 279A.200–225 and CCC's Local Contracting Rule CCR.205, which the Board of Education has adopted.

- We are planning to use Omnia Partners (widely used for technology and consulting services)
- We have reached out to **four vendors** (Robert Half Technologies, Tek Systems, Avid Technical Resources, and Insight Global), each of whom has submitted qualified candidates for the Senior Project Manager role.
- This approach ensures cost-effectiveness, flexibility, and access to specialized expertise while maintaining compliance with procurement requirements.

BUDGET IMPACT/SOURCE OF FUNDS:
We are looking to hire a full-time limited duration (approx. 2 years) Senior Project Manager consultant from one of the four vendor firms (Robert Half Technologies, Tek Systems, Avid Technical Resources, and Insight Global). The annual impact for the vendor with the highest cost, assuming a maximum number of hours that could be billed, would be approx. $450,000/year. Thus, the maximum impact would be roughly $900,000 for the planned length of time needed for this work - two years. We are asking for authorization for a not-to-exceed limit of $900,000 for two years. This contract will be paid for using bond funds.

ATTACHMENTS:
Resolution No. R25/26-11
Exhibit A - Position Description