



ctcLink Steering Committee Charter

Table of Contents

ctcLink Steering Committee Purpose	3
Authority and Decisions	3
Approach.....	4
Steering Committee Composition.....	4
Voting Members	4
Non-voting members	4
Committee Member Roles and Responsibilities	4
Committee Member Selection	5
Committee Leadership	6
Committee Meetings.....	6
Quorum	6
Voting	6
Committee Member Delegation Authority	6
Meeting Agenda.....	6
Appeals	7
Communications	8
ctcLink Steering Committee Charter Approval	9
APPENDIX: Change Log	10

ctcLink Steering Committee Purpose

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 ctcLink Executive Leadership Committee that 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.

In practice, these responsibilities are carried out by performing the following functions:

- Monitor and review the project at regular Steering Committee meetings;
- Maintain prioritization of project objectives and outcomes as identified in the project implementation plan;
- Provide assistance to the project when required;
- Control ctcLink project scope as emergent issues force changes to be considered, ensuring that scope aligns with the agreed ctcLink business requirements of project sponsor and stakeholder groups;
- Resolve project conflicts and disputes, reconciling differences of design, approach, etc.;
- Monitor implementation milestones and completion of project deliverables by SBCTC Project Team, colleges and other external partners;
- Monitor risk management strategies, ensuring that strategies to address potential risks to the project's success have been identified, estimated and approved, and that the risks are regularly re-assessed via the working group.

Authority and Decisions

The Steering Committee is responsible for:

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

The Steering Committee makes decisions based on recommendations from the ctcLink Working Group that impact the fiscal year project budget, impact the project schedule, or alter scope/functionality of PeopleSoft modules. This includes, but is not limited to decisions such as:

- Changes to ctcLink project budgets within the current fiscal year budget;
- Changes to the implementation schedule that do not impact overall project budget or overall timeline;
- Changes to PeopleSoft modules that do not alter the overall scope or function of the software;

- Appeals of Working Group decisions;
- Appeals of Steering Committee decisions.

Approach

Consultative communication channels will be established and maintained, as needed, with the ctcLink Executive Leadership Committee and the ctcLink Working Group, to receive and communicate relevant ctcLink project-related information.

Steering Committee Composition

The ctcLink Steering Committee comprises the following:

Voting Members

- Six college Executive Sponsors: The senior college executive assigned to ctcLink oversight (selected, for minimum two years, can be staggered terms)
- SBCTC Deputy Executive Director, Business Operations – assigned
- SBCTC Deputy Executive Director, Education – assigned
- SBCTC Deputy Executive Director, Information Technology – assigned

Non-voting members

- Two college project managers or ctcLink functional/business analysts (selected, for minimum two years; can be staggered terms)
- External Quality Assurance Representative – designated
- Office of the Chief Information Officer (OCIO) Representative – designated
- ctcLink Project Director – assigned, also serves as liaison to the Working Group
- Ad hoc attendees per agenda items

Committee Member Roles and Responsibilities

The ctcLink Steering Committee provides operational resolutions for those who are directly involved with leading the ctcLink project work. Thus, individually, the Steering Committee members should:

- Understand the implications and outcomes of issues, proposals and requests considered by the committee;
- Appreciate the significance of the ctcLink project for all major stakeholders and represent their interests holistically and systemically, with the understanding that each member is representing the ctcLink project and college system as a whole;
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued in the ctcLink project;
- Have a direct understanding of project management issues and approach being adopted.

In practice, this means the members:

- Review the status of the project;
- Attend all scheduled meetings;
 - If an individual member is regularly unable to participate in scheduled meetings, it may become necessary to identify a replacement. If needed, action will be taken based on recommendation of the Chair and a vote by the full committee.
- Review available materials before meeting and be prepared to discuss and vote;
- Work to develop collaborative decisions regarding issues escalated to the Steering Committee;
- Ensure the project's outputs meet the requirements of the business owners and key stakeholders;
- Help balance conflicting priorities and resources;
- Provide guidance to the project teams and users of the project's outputs;
- Consider ideas and issues raised;
- Check adherence of ctcLink project activities to standards of best practice and project goals;
- Foster positive communication outside of the Steering Committee regarding the project's progress and outcomes; and
- Report on ctcLink project progress to the ctcLink Executive Leadership Committee, and other appropriate stakeholders.

Committee Member Selection

For members selected (not assigned or designated), the following process will be followed:

- Request for nominations and formal search conducted for the positions.
 - Nomination form and letter of support required from college president, including acknowledgment of the role's responsibility, and the resources required to serve.
- Applications are reviewed and members selected by a committee composed of college Executive Sponsors, ctcLink Project Director and a ctcLink Executive Leadership Committee president.
 - Representation ideally comes from production, deployment, and pre-implementation colleges, as well as being diverse with individuals serving from more than one functional area of the colleges.
- Selection Committee forwards selected members for confirmation to the ctcLink Executive Leadership Committee.
- An individual may only serve as a voting member at one level of ctcLink governance; however, the individual may participate concurrently as a non-voting member at other levels of ctcLink governance.
- If a college representative is no longer in the role of Executive Sponsor at their institution, or no longer has the support of their college president to participate, nominations will be taken for a replacement.

Committee Leadership

- Chair – a college Executive Sponsor is selected by the committee from among the six college Executive Sponsor members.
- The Chair acts as liaison to the ctcLink Executive Leadership Committee, and acts as a non-voting member of that group.
- The Chair will serve a one-year term beginning July 1, with no term limit.

Committee Meetings

The ctcLink Steering Committee meets twice per month, or as required, to manage ctcLink project requests. Each meeting will be scheduled for 90 minutes.

An annual calendar of meetings will be developed and communicated to the ctcLink Working Group, the ctcLink Executive Leadership Committee, and posted in the Issue and Decision Log.

The Chair facilitates the meeting and agenda. Committee attendees should be present at the agreed-upon location or connected via telecommunications. Minutes from the meeting should document any decisions made.

Quorum

This committee is composed of nine voting members. Six of the nine voting members constitute a quorum for voting decisions.

Voting

In general, the ctcLink Steering Committee will strive for consensus as it engages in decision-making and issue resolution. However, it may not be possible to attain 100% consensus on all topics and alternatives.

If consensus cannot be reached, votes will be taken by the Chair as required. Each College Executive Sponsor (6 total) and each Deputy Director (3 total) will have a single vote. A two-thirds majority vote of those attending (with a minimum of six members required for a quorum) will constitute a final decision.

If a vote must take place outside of the regular meeting schedule, the ctcLink Project Director will consult with the Chair on the method and timeline of voting.

Committee Member Delegation Authority

Voting members unable to attend a meeting may send a delegate to attend the meeting as a non-voting member. The chair and facilitator must be notified in advance of the meeting if a delegate is sitting in for a voting member. Repeated or regular delegation by a member may be considered non-participation under member roles and responsibilities.

Meeting Agenda

At each meeting, the ctcLink project status will be reported by the ctcLink Project Director. Agenda items for the meeting will originate from the ctcLink Working Group. The agenda will

follow a similar format/content to the sample below:

A. Introduction

- a. Review agenda
- b. Minutes from last meeting

B. Project Status

- a. Budget
- b. Schedule
- c. Scope
- d. Changes made within the above three parameters
- e. Milestone Review
- f. Review dashboard metrics
- g. Review of actions or changes as a result of implementing prior meeting decisions

C. Review of Risk Matrix

D. Study Items

- a. Review and discussion of proposals, requests, issues escalated from the ctcLink Working Group, for which an immediate decision is not requested

E. Action Items

- a. Items for decision in this meeting, escalated from the ctcLink Working Group
- b. Review and approval of project change orders
- c. Formal acceptance of deliverables
- d. Accomplishments against last meeting's plans
- e. Plans for the next reporting period
- f. Outstanding issues, open points, project conflicts
- g. Other specific requests for assistance by the Steering Committee
- h. Consideration of other items relevant to the project

F. Review and summarize new actions from this meeting

- a. Communicate in the ctcLink Issue and Decision Log

G. Plans, date and location for next meeting

Appeals

Appeals from the ctcLink Working Group will be placed on the agenda per the guidelines of the ctcLink Working Group Charter. An appeal can be denied, upheld, or it may not be resolved. Appeal decisions are reported to the ctcLink Executive Leadership Committee, which has the prerogative to review the decision or simply let the decision stand.

Appeals of decisions by the Steering Committee can be brought to the Steering Committee by:

- College Executive Sponsors
- Commission Chairs
- Data Governance Co-Chairs
- SBCTC ctcLink Leads

The appeal must be sponsored by one of the Steering Committee members. If sponsored, the person appealing must provide written documentation to include:

- Why the appeal is compelling.
- Any budgetary and cost/benefit impact of the appeal.
- Why alternatives are not possible and why reconsidering the decision is the only available option.

If the appeal is sponsored then the written appeal goes to the chair of the steering committee. It will be placed on the next agenda for discussion and decision. An appeal can be denied, upheld, or it may not be resolved. Appeal decisions are reported to the ctcLink Executive Leadership Committee, which has the prerogative to review the decision or simply let the decision stand. Decisions by the Steering Committee cannot be appealed directly to the ctcLink Executive Leadership Committee.

Communications

The meeting minutes draft will be sent to the ctcLink Steering Committee members at least three days before the meeting. Minutes will be formally approved at the following meeting, then posted as final on the web page. Same-day talking points will be provided to committee members on an as-needed basis.

Decisions from each meeting will be communicated to the ctcLink Executive Leadership Committee, to the ctcLink Working Group, to stakeholders that originated specific agenda items addressed at the meeting, and to other stakeholders, based on the nature of the decision, through the ctcLink Issue and Decision Log.

ctcLink Steering Committee Charter Approval

Signature page on file with ctcLink Communications

Voting Members as of May 22, 2018

Reagan Bellamy
Wenatchee Valley College

Kurt Buttleman
Seattle Colleges

Shanda Diehl
Clark College

Choi Halladay
Pierce College

Lisa Hjaltalin
Community Colleges of Spokane

Tim Wrye
Highline College

Grant Rodeheaver
SBCTC

John Boesenberg
SBCTC

Carli Schiffner
SBCTC

APPENDIX: Change Log

Date	Author	Change Reference
June 4, 2019	Charter subcommittee; amendment approved by Steering Committee	<p>Committee Composition: Voting Members subsection:</p> <p>Original: Six college Executive Sponsors</p> <p>Revision: Six college Executive Sponsors: The senior college executive assigned to ctcLink oversight (selected, for minimum two years, can be staggered terms)</p>
June 4, 2019	Charter subcommittee; amendment approved by Steering Committee	<p>Committee Composition: Non-voting Members subsection</p> <p>Original: Two college project managers (selected, for minimum two years, can be staggered terms)</p> <p>Revision: Two college project managers or ctcLink functional/business analysts (selected, for minimum two years, can be staggered terms)</p>
June 4, 2019	Charter subcommittee; amendment approved by Steering Committee	<p>Addition to Committee Member Selection section:</p> <p>An individual may only serve as a voting member at one level of ctcLink governance; however, the individual may participate concurrently as a non-voting member at other levels of ctcLink governance.</p>
May 22, 2018	ctcLink Steering Committee	Approved and signed by voting members
May 11, 2018	Janelle Runyon	Formatting updates
October 5, 2017	Acting ctcLink Steering Committee	First Approved by WACTC-Tech Governance Sub Group