



STEERING COMMITTEE MEETING MINUTES

December 17, 2019

Extended meeting, 1 to 3:30 p.m.

SBCTC and WebEx

Meeting Participants

Voting Members

- Reagan Bellamy, Wenatchee
- Kurt Buttleman, Seattle
- Shanda Haluapo, Clark
- Choi Halladay, Pierce
- Lisa Hjaltalin, CCs of Spokane
- Tim Wrye, Highline
- Grant Rodeheaver, SBCTC
- John Boesenberg, SBCTC
- Carli Schiffner, SBCTC

Non-Voting Members

- Christy Campbell, SBCTC
- Paul Giebel, Moran Technology Consulting
- Whitney Dickinson, OCIO Representative
- Clay Krauss, Tacoma PM
- PM Position Vacant

Guests & Staff

- Reuth Kim, ctcLink PM for Risks/Issues
- Janelle Runyon, ctcLink Project Communications Manager

Welcome

Christy Campbell welcomed the committee and reviewed the agenda.

Approval of Minutes

Choi Halladay presented the Nov. 19, 2019 minutes, which were approved as submitted.

DG2 Go-Live Debrief

On Monday, Dec. 16, Christy Campbell, Tara Keen, and Janelle Runyon spent the day at Clark College and met with Shanda Haluapo, Susan Maxwell and various teams about their post go-live experience and lessons learned during the go-live process.

Christy had not been aware of some of the issues and was disappointed to learn about a significant number of configuration implementation items. She will be meeting with the ctcLink Project team to have some conversations about how to rectify these going forward.

Christy said we knew there would be challenges (e.g. Student Financials to General Ledger) with the first college going live. We expected resources to be able to begin tracking absences right after go-live, but the date in the system wouldn't allow it to work until Nov. 1. This meant they had to do two weeks of absence reporting manually.

Shanda Haluapo gave a detailed overview, prefacing her comments about the go-live experience by referencing the [College Roles, Departmental Dependencies & Organizational Alignment](#) document (put together by Dani Bundy) that went to the Steering Committee and ctcLink Executive Leadership Committee and outlined the roles in which the colleges really need to invest in to successfully deploy. She asked the committee to remember that document as she shared her thoughts about the go-live experience.

[Background: The Steering Committee approved the following on March 12, 2019 - "Adopted the

College ctcLink Roles Alignment document as the recommendation to Washington State Community and Technical Colleges for the roles necessary to successfully implement ctcLink as well as the required ongoing personnel needs once the ctcLink system is in place.” As part of its approval, the Steering Committee also requested that cELC recommend to all WACTC Presidents that the necessary roles as outlined in the ctcLink Roles Alignment document be in place at their college prior to their college's DG implementation, and sustained post-Go-Live.]

There were a lot of conversion errors, but most of them were preventable. Clark had identified them before go-live, but they were still there during go-live.

Not to minimize or discount the tremendous impact of the errors, but they knew (as the first college going live), it would be challenging and a learning opportunity for the entire state, and Clark signed up for that. Shanda said the ctcLink Project team learned a lot and she is sure the next deployment groups will benefit from their experience.

Stabilization of ctcLink

The other difficulty in stabilization is the lack of centralization of ERP Support and the lack of coordination of the handoff (or the feeling of such from their perspective) from the ctcLink Project Implementation team to the SBCTC ctcLink Support Center.

Once the handoff from implementation to support occurs, there needs to be centralization of support. Shanda realizes it's outside of the scope of the Steering Committee, but the lack of centralized ERP Support (SBCTC ctcLink Support Center) has tripped them up and made the stabilization process take longer. Shanda has met with Carli Schiffner and Grant Rodeheaver about this.

Shanda explained that Clark College defines stabilization in two phases:

1. Stabilization of technology – As time goes on, Clark is finding fewer errors and so they are feeling good about that.
2. Stabilizing of business processes – This will be over the next six months and THIS is where the Organizational Alignment document comes into play.

She said Clark did not have the complete organizational structure in place as set forth in the above-mentioned Organizational Alignment Document in a timely enough fashion; particularly the business analysts. So now they have people throughout the college community (e.g. SMEs and others whose job it is to interact with the ctcLink system) who know only pieces of what they're supposed to do, as the business processes were not mapped out prior to Go-Live.

Shanda summarized, “I say all of this, because when the ctcLink Executive Leadership Committee (cELC) was presented with the Organizational Alignment Document recommendation ([March 21, 2019 meeting](#)) – while they said it was a nice document to have – they declined to give their stamp of approval to forward to WACTC to say this is what colleges should or must do.”

“I am *telling* WACTC-Tech and cELC through this committee and its meeting minutes, that this *needs* to happen. The Business Analyst positions are critical to be able to work with all the different areas [on campus] to map the business processes and what they will look like in ctcLink PeopleSoft, so that frontline staff – whether enrollment services, financial aid, human resources, or business office – have the documentation and understanding of what they need to do from Day One.”

She said DG3, DG4, DG5 and DG6 will have the benefit – that Clark College did not – of the ability to test full business processes end-to-end within ctcLink PeopleSoft. While this will help, it does not take away the necessity for the business analysts.

Christy said that during the cELC meeting (March 21, 2019), the presidents made it clear they couldn't absorb the cost, so they did not want to take the request to the full WACTC (all presidents) at the business meeting the next morning.

Christy said the project team is working with a vendor to develop a curriculum to provide Business Analyst training (bootcamp style, with one week each for HCM, Finance, Campus Solutions) in April 2020 in an attempt to mitigate the campus resource constraints. Highline College budgeted for and is now hiring business analysts.

Shanda countered that if the solution is for pillar leads or others who already have full-time-plus jobs to take on the Business Analyst role, they will not succeed.

"Even if they have the best training," Shanda said, "all the pillar leads already have full-time jobs."

"When we're talking about go-live, colleges *have to* invest in mapping their business processes within ctcLink, so that when they do go live, staff don't feel frustrated, in the dark, feeling like a victim that ctcLink was just put on them with no preparation."

Shanda said it's about the "human" part of change management for people and employees, not just implementing ctcLink. To deliver services in the future, we need PeopleSoft to work. It's challenging, because of staff and budget cuts.

Shanda said they tried to hire a business analyst, but there was no budget. And now they find that more than 50% of Clark's issues are around change management issues and how business processes are integrated.

Lisa Hjaltalin fully supported everything Shanda said and agreed that the hardest part of the ctcLink Project is the organizational change management: the people side of things.

Shanda said OSECE is not working, because PeopleSoft, CyberSource and OSECE are not communicating with each other. The lack of a solution is crippling Continuing Education.

Tim Wrye said Highline is fortunate that their Business Analyst positions have been in the approval and planning stages for a while, otherwise they might not be able to fund the positions today. The Finance Business Analyst they're hiring doesn't have PeopleSoft experience, so they look forward to gaining access to the Business Analyst training as soon as it is available in April. He said the training will be crucial, even for colleges that are able to fund and fill these positions.

Tim remarked that even though Highline is very early on in the process, their pillar leads are already buried during the BPFG and subsequent configuration homework. There is no way they could also fulfill the Business Analyst roles long-term.

Shanda said people can learn PeopleSoft, but the more important skill is business analysis, the ability to audit business processes and then identify solutions within the available tools.

Christy said the plan is to deliver the Business Analyst training in April. After that, the ctcLink Training team would recreate the training for quarterly or bi-annual delivery in the future. This is not PeopleSoft training; these skills are technical, analytical, developing queries, troubleshooting, business process improvement.

Online Admissions Application (OAA) Workgroup recommendation

Kristy Snow gave an update on the OAA workgroup's progress. The OAA Workgroup met Nov. 22, 2019 to form an OAA replacement recommendation to bring to the Steering Committee.

The OAA workgroup considered three options for the OAA solution:

1. Kastech prototype solution
2. Continue to improve the current OAA solution
3. Go out for RFI/RFP for new vendor

Recommendation

The OAA Workgroup recommends the ctcLink Project contract with Kastech to refine and implement the Kastech OAA prototype solution with functionality for integrated payment processing and integration to ctcLink.

ACTION: The committee voted to move forward with the OAA Workgroup recommendation, with the condition that contract details (e.g. procurement cost, technical feasibility, maintenance, support) will come back to the Steering Committee for final approval before signature.

VOTE: Motion passed. One member abstained.

OAA Workgroup Member Colleges

- Bellevue
- Clark
- Columbia Basin
- Lake Washington
- Pierce
- Olympic
- Shoreline
- Spokane Falls
- Tacoma
- Yakima Valley

Pierce did not attend, but eight of the nine colleges present voted to go with Kastech. Tacoma Community College voted to go out to RFI/RFP, not because they didn't like Kastech, but they are curious to see what else is out there.

There was a meeting this morning with Kastech to get more information about cost and implementation.

The custom solution was built based upon approved ctcLink OAA requirements using LAMP Stack technology tools, not PeopleSoft.

[Background: LAMP Stack is a set of open-source software used to create websites and web applications. LAMP is an acronym, and these stacks typically consist of the Linux operating system, the Apache HTTP Server, the MySQL relational database management system, and the PHP programming language.]

Implementation timeline would be four to six months for the ten DG2/DG3 Colleges (mid-2020).

Costs will need to be negotiated. Implementation is estimated at \$283,000 one-time cost with license and maintenance costs-per-college based on college FTE size.

Kastech's custom development and staff time was free to us, but the implementation would not be.

Grant said we've got other contracts with Kastech to help with development expertise. SBCTC is looking at ownership and long-term support and management models.

Tim expressed concern about how ongoing costs are addressed for the colleges. If it's part of ctcLink, we need to be transparent about costs. Colleges will ask, "We aren't currently paying for OAA, so why would we pay for this solution?" This is what happened with CampusCE costs, which came as a surprise. Colleges will push back at having to pay.

Clay asked for the analysis that compares it against the requirements and how we know this solution meets the requirements?

Christy explained that the OAA Workgroup demos of 10 college/university online admissions applications in spring 2019 found no product that would meet the requirements without custom work. Kastech was given the OAA Workgroup-approved requirements to work with in building prototype and each requirement was met. Joe Holliday has the list of results of the demo findings against requirements.

Kastech will need to build out integration from the product to ctcLink and for payment processing.

Clay expressed concern that the procurement process is unorthodox and that the Steering Committee should be looking at the results of the demo and making sure we have involved all parties and that appropriate rigor and standards were applied.

Tim replied that suitable rigor and standards were applied, but the main issue is the purchase.

Christy explained that a year ago, Joe Holliday convened a group of interested colleges to review the original requirements, add additional requirements. Those requirements were brought to Steering Committee for approval. They were the requirements against which the 10 PeopleSoft-using college/university online admissions applications were measured.

Kastech expressed interest in building a prototype with no cost for development. The Project team has met with them several times and ERP and IT Support were invited to demos.

Choi said he feels comfortable moving ahead, because Steering Committee approved requirements and the OAA Workgroup went through the process and presented recommendation.

Grant said that in addition to the contract and pricing, the IT Team needs to look at the platform it was built on ([LAMP Stack](#)) and how – and whether – it works with SBCTC IT support and what we would expect the vendor to do.

Whitney Dickinson suggested that potential for risks be included in these assessments. Since the product has not been fully built out, there is some risk inherent with custom code.

DG2 and DG3 would including testing, training, development. The remaining colleges would be implemented at the time of go-live.

Christy said the biggest risk comes from the workload on team members.

Kurt asked about the recourse if the integration doesn't work. Christy said the contract language would be such that we can walk away if we fail to come to satisfactory terms.

ctcLink Program Status

Christy reviewed highlights. Please refer to the presentation for additional updates on the status and QA reports.

cELC update

Choi gave highlights from the ctcLink Executive Leadership Committee (cELC) meeting held Dec. 12, 2019 at Clover Park Technical College. There was general discussion about Lessons Learned from Clark and questions about post-go-live support. It was noted that every deployment group is now actively on the board with activities.

These were the top risks (and their mitigation) communicated to the presidents at the Friday WACTC meeting:

- **Full Engagement of College Executive Leadership, Project Manager and Executive Sponsor**
 - Hire fully-dedicated ctcLink Project Manager
 - Executive Sponsor engaged in local ctcLink governance, project activities and issue

- resolution
 - President and board regularly updated
- **Competing College Initiatives and Daily Operations**
 - Leadership identifies ctclink as a top priority initiative
 - Empower Project Manager to direct, request, manage and assign resources to project activities
- **College commitment to the ctclink project methodology pre- and post go-live**
 - Establish travel budget for required in-person activities (business process sessions)
 - Resource participation required for all activities
 - Understand and facilitate organizational change to college structure, business processes and staff roles
- **SBCTC's ctclink Support Organization**
 - ctclink Service Level Agreements between SBCTC & colleges
 - Develop support model that expands in tandem with college deployments (sizing, service capacity, service levels)
- **ctclink Accessibility**
 - Partner with Oracle to implement accessibility testing findings to meet accessibility standards
 - Support system-wide accessible technology policies and initiatives to help SBCTC achieve and maintain accessibility standards

Guided Pathways

Christy said Guided Pathways (GP) came up during the WACTC meeting the next day. Olympic College had previously sent an email to cELC about GP integration. Spokane Falls CC said they don't want to wait.

During cELC, Choi said Jan Yoshiwara stated very clearly that the number one priority is rolling out the core ctclink Project within current budget, timeline and scope and that new configurations, including Guided Pathways-related customizations to ctclink, will have to wait.

Tim said that, as a member of the GP Advisory Committee as the ITC Chair, the focus of their conversations is NOT on the technology piece; but rather, it's about the systems and planning for Guided Pathways.

Shanda said a member of the Research and Planning Commission (RPC) from the SBCTC Education Division continues to insist it would not be difficult to do and has brought it up repeatedly at RPC. RPC members attacked Tara Keen about GP configuration during a recent meeting and RPC is sending the message that ctclink is blocking GP. ctclink configuration decisions were made long before Guided Pathways was ever adopted, yet they are demanding it be added to the scope.

Shanda said we need to provide an explanation/rationale that people can read; to be clear about the consequences of any configuration decisions made (e.g. additional staff resources needed, changes to timelines, costs). She has been in meetings where people are saying, "The system just got \$32 million from the legislature, so doesn't that mean we need to do this now?" There are incorrect assumptions about what and who those funds are for.

Christy said Joe Carl, Campus Solutions ctclink Solution Specialist, is building out a staffing plan of what it would take to reconfigure ctclink (costs, time). Because some schools are live (DG2) and

others in a stage of implementation (DG3) where the time for configuration conversations and decisions has already passed, it is much more complicated. Once the costs are calculated, the funds would need to come from somewhere else, as the ctcLink budget cannot accommodate it.

Reuth has heard a lot of misperceptions during Roadshows that ctcLink is in charge of Guided Pathways, which it is not. Christy and Shanda have both heard feedback that ctcLink is blocking Guided Pathways. The prime directive of her role as ctcLink Director is to implement ctcLink.

Choi said colleges have years of GP work ahead of them before they can even use the technology. He said that since Pierce decided to make a concerted effort to implement new GP business processes, their graduation rates have gone from 29% to 71% in six years, with a single change to the technology.

Shanda said they've been getting ready and thinking about GP processes; not the technology. In GP, you first need to figure out your business processes and, second, your technology.

Shanda asked whether we could just turn on the GP subplans in ctcLink. Christy said the coordination and reconfiguration effort for ERP support would be complex and time-consuming and would require all new documentation. It's likely too late to do this for DG3 since they are nearly through their User Acceptance Testing. The time for DG3 colleges to make these meta-major configuration decisions was in April 2019 during their Business Process Fit/Gap sessions.

Choi said there are a lot of folks in DG4, DG5 and DG6 who still do not understand the fundamentals of ctcLink PeopleSoft architecture. He has spoken to presidents who don't understand the basic configuration and the inter-connectedness of the pillars.

ACTION: The cELC presidents requested a Guided Pathways update to include a ctcLink Project communication with details about scenarios, costs and risks of GP configuration in ctcLink before full deployments. This information would be sent to Carli for the Guided Pathways Advisory Committee (GPAC) update and posted to the GP website. Choi and Carli will be enlisted to help write this.

Carli said she would forward the GPAC update she recently received.

ACTION: Grant and Carli should schedule a meeting to discuss turning on subplans

fully configuring for guided pathways

Annual schedule request

Shanda said the Instruction Commission inquired about an enhancement request sent to the Working Group regarding configuring ctcLink so the Annual Schedule of Classes can be viewed by students.

John Henry Whatley, Campus Solutions PM, was at the meeting and is looking into it.

Program Risks

SME Engagement/Completion of GDA Canvas Courses

It is critical that SMEs in DG4 complete the GDA Canvas Courses prior to the BPFG sessions. These courses are designed to be pre-requisites for the BPFG sessions and are the global framework foundation for PeopleSoft.

- ctcLink PMO has encouraged College PMs to monitor this closely in Canvas. ctcLink PMO has provided completion data to the College PMs.

DG4 BPFG In-Person Attendance/Engagement

Due to college budget cuts/funding, we are concerned with the in-person attendance and engagement for DG4 SMEs. This impacts the ability to complete homework and the accuracy of data for configuring the college's local data.

- Long-term impacts to entire DG4 (being on track with the project timeline, budget, etc.). This has been escalated to the Presidents group and leadership at SBCTC to help ctcLink PMO mitigate this risk.

Shanda said this is disheartening as she is trying to make the case that colleges need business analysts and more involvement, but it appears they can't even make it to these sessions. It puts the project at significant risk if they don't prioritize ctcLink.

Christy said it's more than finance; it's staffing, because some of the colleges have departments with one employee. Shanda said Clark had the benefit of the project team's full attention. The colleges in other larger deployment groups that can't – or won't – invest in ctcLink will put the other colleges at risk.

Christy reminded the committee that the project is not funded to staff people on the ground at the colleges. The committee discussed outside-the-box ideas:

- What do colleges need? Is it funds? Choi will connect with presidents, Jan Yoshiwara and John Boesenberg about this. There have been systemwide solutions in the past where colleges loan each other funds.
- Christy asked if an alternate committee should look at this. Shanda, Kurt and Choi expressed willingness to explore this. Kurt is wary of trying to solve this, because it is not just a Steering Committee problem, it's a systemwide problem. Our role is to raise the red flag.

Whitney asked when is drop-dead date for a college to move into another deployment group. Christy said that the DG4 BPFs begin Dec. 2, so it's too late to move. At this time, Christy is more concerned with three colleges in DG6 that are not engaged. If the three eastern Washington colleges are not willing or able to travel for BPFs, the entire deployment is at risk.

Shanda suggested the Steering Committee bring these expectations to WACTC. She said they might think they have enrollment problems now, but if they don't fully engage in ctcLink, they will have serious enrollment problems.

Develop Repeatable Conversion Approach

The project needs to develop a repeatable conversion approach for DG3 and future deployment groups. Technical team has been requested to incorporate lessons learned from DG2 to develop a new conversion approach for DG3.

- The DG3 is so large it is spanning two weekends. This approach is currently being tested.

Program Issues

DG3: Security Activities Delayed

College SMEs have been meeting with our team on Security since mid-October. They will move into phase 2 for security the week of Nov. 18. The volume for DG3 colleges is a concern for the ctcLink Project as it presents a resource challenge and has impacted our team's ability to effectively support UAT Security.

Accessibility Items

Clark has submitted issues around accessibility items they have identified. We are tracking these items and provided the first round of information to Level Access (vendor) in early August. Clark has

reviewed Phase 1 testing results and has a good understanding of what can be done prior and post Go-Live for accessibility.

Phase 2 accessibility testing will begin after HighPoint/Mobile is tested, but this cannot occur until the new PeopleTools is in production. Shanda asked about when the updated PeopleTools would go into production. They get emails from Disability Support Services on a regular basis and it was supposed to be in production by January.

Christy said the goal was to upgrade PeopleTools over the winter holidays, but the ctcLink Project and the SBCTC ctcLink Support organization were not able to align their schedules. Grant said the Support organization released the Finance and HCM upgrades in December, which also requires testing; in addition, they've been responding to about 32 enhancement requests and functional fixes that need to be tested.

Grant said PeopleTools is still being tested and won't be ready for DG3 to test in January. DG3 colleges will need to test PeopleTools in UAT, but they are already halfway done with UAT. DG2 (already live on ctcLink) colleges would also need to conduct testing, too, because it crosses all pillars.

A combination of SBCTC and ctcLink Project resources need to work on this, given competing priorities.

Tim asked about how the SBCTC Support organization's Change Advisory Board (CAB) prioritizes resources (efforts that go toward Enhancement Requests, service tickets, configuration fixes, other business needs). Grant said there are college representative at the table.

Shanda said Clark's biggest concern is accessibility for the things their employees cannot do. The Employee and Manager Self-Service tools are the high priorities. Students can go into Highpoint/Mobile just fine. It's not perfect, but students are doing okay.

Shanda will share the list of issues from Clark.

Action: Christy will meet with Grant about this schedule and how to get it on the books.

Remediation Status

Spokane thinks some of the things the ctcLink Project shows as complete are still open. Will need to meet

Accessibility

The majority of accessibility issues should be closed by end of DG3, but some might carry into DG4.

CampusCE

Abraham is working with the CEO to get three Statements of Work (SOWs): (1.) implementation for 10 colleges in DG2/DG3, (2.) maintenance payment plan, and (3), integration into ctcLink.

Budget planning tool

Abraham Rocha is working with Mythics to get a contract in place. We may have a hard time getting the tool in place by March.

Online Admissions App

Addressed earlier in meeting.

Moran Quality Assurance

Paul Giebel said that from Moran's standpoint, things are going well. Not to discount DG2's challenges or difficulties, but the key is that we continue to learn.

Hearing from those who have actually gone through deployment – e.g. Shanda’s impassioned pleas about colleges investing in the project activities, in-person attendance at BPFs, business process mapping – is worth more than anything Moran could say.

It’s important to get the message out about how to make other deployment groups successful.

For the complexity and size of the project, Paul said the Project is in a good spot and finally have the momentum.

Shanda said it’s important to balance not sugarcoat how difficult this is; that even though Clark went live, it was really hard. The other colleges need to learn from Clark’s experiences.

Overall Status

See the Dec. 6, 2019 Status Report for details. Overall status is yellow.

Implementation Colleges

DG2

DG3

The project office deems DG3 overall status to be yellow. There is no float in the DG3 schedule.

Cascadia is the only one that marked itself yellow because of challenges getting through UAT. Other colleges are in the same boat, but marked themselves green.

DG4

The project office deems DG4 overall status to be yellow due to concerns of lack of participation by some colleges. Edmonds and Seattle marked themselves yellow, largely due to short turnaround time for BPF assignments. Christy thinks they

Pre-implementation Colleges

DG5

The colleges have had significant progress.

DG6

This is their first report, so numbers vary widely. Columbia Basin College is way out front.

DG3 College Go-Live Readiness Preparation

Reuth explained that the process will be similar to what happened for DG2, but she and Eli are working on some changes to the process. By mid-January, they will have a better idea of what that will look like.

The published DG3 Go- or No-Go decision date Feb. 18, 2020.

DG5 Initiation Phase Peer Review Results and Gate 1 Recommendation

Reuth gave an overview of the Initiation Phase process that DG5 went through. She called out Bellevue College’s progress, which has been an ongoing concern for the project and for their DG5 counterparts. They hoped to have a PM on board already, but Alec and his team have been working hard to get caught up.

DG6 PM observers were present during the Peer Review, too, to learn about what they have ahead. The DG5 colleges have a strong sense of how important business process mapping is. Grays Harbor is 80% done and Skagit Valley is 100% done. During the Peer Review, Christy reiterated how important it is to attend Business Process Fit/Gap sessions in person.

Christy said we will have DG5 kickoff and go-live date for the first January steering committee. Need to look at payroll periods for Oct. 2021. The expected kick-off is March 30, 2020.

ACTION: The Steering Committee unanimously voted to promote DG5 colleges through Gate 1 to the Implementation Phase.

Steering Committee Nomination Subcommittee update

Choi said he contacted Chris Bailey for his input about candidates to fill the open Executive Sponsor role . Lisa Hjaltalin will stay on board until a replacement is named.

Meeting Closure

Future meeting items:

- DG2 Update from Shanda
- Go-Live Dates for DG5 and DG6 – January 2020
- College System Accessibility Update – Carli Schiffner
- Clark College Conditions and Concerns Update
- Steering Committee Nomination Subcommittee update

Action Items/Follow-Up

Item	Description	Person	Date Open	Status
17	Spokane remediation items: follow up with Matt to determine which items he is referring to as “open” in the status report.	Christy	11/19/2019	
16	Cash variance: schedule a call with John Boesenberg, John Ginther, Andy Palm (and perhaps Sabra Sand) to discuss issue.	Christy	11/19/2019	
15	Document the ampersand (&) issue in Class Search and send to Christy to take back to the team.	Clay	10/22/2019	
14	Check in with Abraham Rocha, SBCTC contracts officer, to see if he has received SOW2 from CampusCE regarding implementation approach.	Christy	10/22/2019	
13	Revise the Budget Tool spreadsheet and delete the “vendor comments” column.	Sherry	9/10/2019	Done 9/11/2019 - Sherry revised, uploaded at Steering Committee minutes page
12	Follow up with Emmett regarding CoA automation tool.	Christy	9/10/2019	

Item	Description	Person	Date Open	Status
11	Prepare for October cELC orientation	Christy, Janelle, Choi	8/13/2019	Done
10	Ask Emmett Folk and John Boesenberg for a CoA update	Janelle	8/13/2019	Reached out 8/20 and got some initial feedback
9	Check in with Pat Cisneros about DG5 ES group and Teresa Rich about DG6 ES group.	Christy	8/13/2019	
8	Communicate with DG2 colleges about timing of DG3 go-live dates, because of impact of taking PeopleSoft offline systemwide.	Christy	8/13/2019	
7	Agenda items not covered 6/18 due to time constraints: <ul style="list-style-type: none"> cELC Update ctcLink Project Scope discussion 	Christy/Choi	6/18/2019	<ul style="list-style-type: none"> Complete, cELC on 8/13/2019 agenda Complete, discussed 7/30
6	Meeting at Pierce College to discuss Online Admissions Application (OAA) status	Choi	6/4/2019	Complete
5	Send out a recruitment email to BAC for budget tool subgroup member	Choi	4/9/19	Complete
4	Working Session for college reps for CampusCE	Reuth	4/23/19	Shared proposed changes during 5/21/19 meeting.
3	CCS to provide an updated list of remediation items	Lisa		Status?
2	Subgroup for SC Charter/Membership	Janelle	4/9/19	Meeting scheduled and held 5/15/19
1	OCIO Requested milestones and readiness tracking for Chart of Accounts for FLCs	Christy	2/11/19	Christy sent Whitney information on 2/19/19; Status Reports will include Chart of Accounts info