SLDS Program
Executive Steering Committee
(SESC)

CHARTER

July 2011

Version 1.4

Revision Log

Revision Date	Version Number	Description	By Whom
May 8, 2011	0.1	1st version, draft	Marcia Bohannon
June 23, 2011	0.2	Updated to reflect developed governance model	Marcia Bohannon
June 29, 2011	0.3	Updated with Scott's and Dan's comments	Marcia Bohannon
June 30, 2011	1.0	Baseline Version 1	Marcia Bohannon
July 8, 2011	1.1	Updated membership	Marcia Bohannon
July 29, 2011	1.2	Updated membership	Marcia Bohannon
August 8, 2011	1.3	Updated membership	Marcia Bohannon
November 8, 2011	1.4	Updated membership	Marcia Bohannon

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1. DEFINITIONS/ACRONYMS

CCB	Change Control Board
CDE	Colorado Department of Education
DHE	Colorado Department of Higher Education
DHS	Colorado Department of Human Services
CDLE	Colorado Department of Labor and Employment
DOC	Colorado Department of Corrections
CDPS	Colorado Department of Public Safety
GDAB	Government Data Advisory Board
IMS	Information Management Systems (within CDE)
LEA	Local Education Agency
NCES	National Centre for Educational Statistics
OCM	Organizational Change Management
OIT	Governor's Office of Information Technology, State of CO
OLA	Operational Level Agreement - Defines the interdependent relationships among the internal support groups of an organization working to support an SLA (see below). The agreement describes the responsibilities of each internal support group toward other support groups, including the process and time-frame for delivery of their services.
SESC	SLDS Executive Steering Committee
SLA	Service Level Agreement - An agreement negotiated between IT and business units that define the types of services and level of service that will be provided for each IT service offering. Each SLA will normally be negotiated by IT service managers with the appropriate business representation, and is ultimately approved by the SESC.
SLDS	State-wide Longitudinal Data System
SME	Subject Matter Expert

2. INTRODUCTION

In May 2010, the Colorado Department of Education (CDE) was awarded $17.4 million from the Statewide Longitudinal Data Systems (SLDS) Grant to implement a true P-20 education data system that is aligned across the state's education systems and is anchored by a common definition of postsecondary and workforce readiness to ensure students graduating from high school are ready for postsecondary education as well as workforce success.

Through this grant, CDE along with the Office of Information Technology (OIT), Colorado Departments of Higher Education (DHE), Human Services (CDHS), Corrections (DOC), Public Safety (CDPS) and Labor and Employment (CDLE) will build a state longitudinal data system that meets the required system elements and capabilities as outlined in the SLDS grant.

The grant focuses on all initiatives required to provide Colorado citizens, educators and students the benefits of effective data collection and alignment with standards, and the tools for interactive provision of accurate and timely data for use in continuous educational improvement.

The SLDS Executive Steering Committee (SESC) is the highest governing body for the SLDS program. Committee membership includes business and technology stakeholders from those with the most invested in SLDS program success.   As a unique program steering committee, the focus will primarily be on success at the program level. However, this program is so foundational to Colorado's ongoing data reporting and successful educational decision-making, it is critical to include membership from the existing state governance bodies (Education Data Sub-committee, GDAB, and others as identified). This will ensure seamless transition from program phases into successful sustainability of all improvements made.

Like all successful enterprise initiatives, an enterprise "business" perspective is essential for the program team to achieve maximum alignment and deliver superior value. This perspective can be provided by a business and information technology committee composed of senior stakeholders that represent the key business interests of this statewide initiative.

The SESC charter is intended to provide the framework for consistent and objective decision making for CDE IT investments.

3. ROLE OF COMMITTEE

The SESC will provide an enterprise perspective (cross-Colorado) during the SLDS program, which is needed to ensure alignment of program/grant investments with Colorado education strategy. This group focuses on strategic execution of the SLDS program, and on the long term sustainability of SLDS within the Colorado education community. This oversight responsibility includes:

- Promoting integration, accountability and awareness of SLDS investment decisions and the business benefits of those investments.
- Setting and managing scope for the SLDS program, including setting priorities for program investments within the SLDS umbrella.
- Ensuring measurable business benefits are defined for all SLDS investments and that business units measure and report on attainment of expected benefits.
- Prioritizing business requirements and ensuring business constituents are engaged and results are in line with agency goals.
- Identifying new opportunities and/or grants that may fit into Colorado's overall SLDS strategy.
- Approving service levels for program-related services based on LEA, agency, and commission needs.
- Ensuring an adequate CDE business strategy is in place to sustain SLDS.
- Establishing and maintaining a program governance process that effectively manages business and technology risk for the SLDS program.
- Approving and supporting SLDS policies.
- Approving SLDS service level and operational level agreements as they are built and put into operation, until or unless a permanent governance group assumes operational responsibilities for SLDS.
- Acting as communications conduit by providing information back/forth to member constituents/staff.
- Approving all changes for the 2009 SLDS Grant Strategic Objectives, associated outcomes and budgets, i.e., the Change Control Board (CCB).
- Evaluating issues and risk management strategies, ensuring potential threats are identified, estimated, mitigated, and reassessed.

The SESC represents senior stakeholders whose operations are affected by the program. The SLDS Executive Steering Committee provides budgetary, scope, and schedule control as well as ensuring appropriate communications and change management for the program.

Each SLDS sub-project within the SLDS program will identify a business sponsor and a project manager. The business sponsor is ultimately accountable for achieving the project benefit. The project manager ensures that business requirements are met and for successful rollout of the project, including training and business process changes that may be required to achieve the project's benefits. The project manager chairs the project team meetings and provides periodic status reports to the SLDS Program Manager.

All SLDS sub-projects will be managed in accordance with SLDS policies and guidelines, as per the SESC.

4. SCOPE OF COMMITTEE

4.1 SLDS Program

All approved projects that fall within the SLDS program scope will be governed by the SESC. This includes projects that contribute to the 4 major outcomes, Capture, Link and Provide, plus the additional foundational elements, Enterprise Data Management System, Change Management and Training.

4.2 Non-SLDS Link Projects

Other approved projects utilizing the Link infrastructure will be implemented by joint OIT-agency project teams as defined in the relevant Project Charter(s). Unique project governance committees will be established for each of the non-SLDS OIT Link projects, according to OIT's policies, unless a written request is made to this SESC for the purpose of expanding this committee's scope.

5. COMMITTEE MEMBERSHIP

The SESC is positioned at the highest level within the state as a standing committee within Colorado's executive teams, and represents the major operational consumers of Colorado's educational data. The committee will be chaired by Marcia Bohannon, who is a member of the SLDS Program Management Team at CDE. She will facilitate all meetings, and ensure appropriate member representation and quality of presentation material prior to convening each meeting. Meeting quorum is defined as Robert Hammond or Dan Domagala and 5 other members. If 3 or more voting members are not in attendance, then meeting may be cancelled

5.1 Voting Members

1. CDE's Chief Information Officer and SLDS Project Director – Dan Domagala
2. CDE's Chief of Staff & Strategy – Jill Hawley
3. Assistant Commissioner of School Finance – Leanne Emm
4. Governor's Office of Information Technology's Agency Services Director – Jim Lynn
5. Governor's Office of Information Technology's Chief Technology Officer – Sherri Hammons
6. Director of Research and Information – Beth Bean
7. CDE's Director of Data Services – Jan Petro
8. CDE's Director of Early Childhood Initiatives - Sharon Triolo-Moloney
9. Director of Labor Market Information, Department of Labor and Employment - Alexandra Hall
10. Registrar, CO Educational Center, Colorado Department of Corrections - Darryl Dryer
11. Associate Director, Division of Child Care, Colorado Department of Human Services – Leslie Bulicz
12. Chief Information Officer of Academy School District 20 – Shelley Kooser
13. Chief Information Officer of Denver Public Schools – Ed Freeman
14. Superintendent of Sheridan School District – Michael Clough
15. Colorado State Board of Education member – 2nd Congressional District – Angelika Schroeder

5.2 Non-voting Members/Subject Matter Experts

1. NCES Research Scientist – Emily Anthony (as time permits)
2. SLDS Program Manager – Scott Lee
3. SLDS Program Management – Marcia Bohannon
4. SLDS Link Outcome Project Manager – Judy McMurphy
5. SLDS Capture Project Manager – Lisa Bradley
6. Member of Organizational Change Management team – Renelle Darr

Additional representatives from CDE, OIT and other key agencies will be included as necessary to provide adequate information for the committee to act upon. These additional members will not be "voting" members.

6. ROLES & RESPONSIBILITIES OF MEMBERSHIP

6.1 Chair Person
- Collect agenda items and schedule meetings.
- Distribute meeting agenda, supporting materials and minutes to all members.
- Preside at meetings.
- Keep meeting on track as per agenda.
- Confirm major decisions at end of discussion on each agenda item.
- Maintain official record of meetings.

6.2 Voting Members
- Communicate SESC role, directions, expectations, and promote positive support and awareness of SESC process and decisions throughout member organizations and constituents.
- Assign the decision-making authority and accountability for SLDS.
- Ensure SLDS investments and expenditures are aligned with Colorado education strategy.
- Participate in consensus process, voting on submissions, decisions, and action items. All member votes have equal weight.
- Provide support and guidance to those responsible for managing the SLDS program.
- Attend meetings and consider ideas and issues raised. If 3 or more voting members are not able to attend, then meeting may be cancelled. In that situation, the meeting chairperson will have decision rights on whether to cancel the meeting based on meeting content and representation of those members still present.

Note that a member may not delegate his or her vote to an alternate, unless the alternate is a permanent change to membership.

6.3 Non-Voting Members/SMEs
- Attend meetings as required.
- Provide verbal and written input to committee, as needed.

7. SESC MEETING SCHEDULE

SESC meetings will initially be held monthly. After 6 months, if the committee agrees, the frequency may be reduced. But the SESC will always meet at least 4 times per year. Additional meetings will be arranged as needed.

8. SLDS PROGRAM GOVERNANCE MODEL- THREE LEVELS OF GOVERNANCE

8.1 Governance Overview – Three Levels of Governance

While *management* consists of actual decisions made, *governance* offers a structure for making those decisions. With a program like SLDS, it is critical that a governance structure is put into place so the program's executive sponsors may steer the program as necessary, and the more tactical business and technical personnel can continue with the day to day development of effective results.

The role of Governance in SLDS is to offer a decision-making mechanism that consists of committees, review boards and policy-makers. Members of the high level executive steering governance committee focus on strategy, investment and architecture. They also have responsibility to assign the decision-making authority and accountability.

Membership must be chosen carefully, so that each stakeholder with a vested interest is able to voice his/her opinion.

The SLDS Program Team integrates each tier of governance and provides the conduit between the tiers. The SLDS Program Team addresses any and all issues that may arise between the independent groups at each level. The team strives for consensus decision making and utilizes the Executive Steering Committee only when necessary to resolve issues.

8.2 Executive Steering Committee

The SLDS Executive Steering Committee (SESC) is the highest governing body for the SLDS Program, and its form and function are detailed in this document. It is expected that the first Executive Steering Committee meeting will be held in July, 2011. At that meeting, membership and timeframe for Advisory Group meetings will be established.

8.3 Advisory Group(s)

An ongoing Advisory Group will be established with membership that stays in place for the duration of the program. The identification of Advisory Group Representation shall be one of the first tasks on the Executive Steering Group's agenda. This on-going group will have very broad business representation, and will advise on matters as they arise between the detailed focus areas and the high level policy decisions. In some cases, additional personnel with specific subject matter expertise may be invited to participate in an ad hoc advisory capacity. When an ad hoc group is formed, the Program Manager will facilitate definition of the group's mission, charter, and expected length of service, so it will be clear to all involved what their responsibilities are and what expectations the Program Team has for their performance.
Further definition below:

Advisory Level (On-going and Ad hoc)
- 15-20 Members
- Provides combination of business/technical advice
- Consists of multiple groups w/ identified topics, e.g., Capture – Educator Data, Student Data, or Link – Individual agency business needs
- Provides advice (if a decision is needed, the advisory group creates a business case or provides necessary research, then escalates to Executive Steering Level for decisions)

- Chaired by SLDS Program Manager (or delegates, e.g., Project Managers, Technical Leads)

8.4 Focus/User Groups

At the Focus/User Group level, all groups will be ad hoc. As particular needs arise that require hands-on, focused effort, groups will be formed from a pool of available SME representatives already established. An example of this might be an ad hoc focus group identifying the SLDS business requirements from CDHE. Specific knowledgeable SMEs from CDHE will be available to define, and then later test, all requirements necessary.

Early identification of a pool of resources willing and appropriate to participate in the Program ensures smooth transition into later phases of the program. The Program Team will not be required to locate willing participants as each issue arises. This approach also contributes to communication about the Program's progress and encourages more feedback both to and from the Program Team.

Further definition below:

Focus/User Groups (Pool On-going - Ad hoc)
- 10-15 members, depending on specific goals of group
- Provides specific expertise in target areas, generally technically-oriented but can be business-oriented
- Focus groups can be used to collect specific business requirements, and then later to validate that business requirements were met in delivered product (or assist with validation during testing)
- User groups can be used after products are in place and operational, to identify required changes and to help prioritize those needs
- The chairperson depends on focus area and phase of system, and will be identified by Program Manager with input from business owner of focus area

8.5 Governance Framework Diagram

This diagram depicts the various levels of governance required, and demonstrates that there will be significant work done with stakeholders at the day to day, procedural level. Recommendations from the Advisory Group(s) and or Focus and User Groups will be escalated through the tier system to the next level as needed, and decisions will be made (or endorsed). This model also allows for information to flow back and forth, between the program team and the executive governance committee and advisory groups, thereby providing an important information conduit.
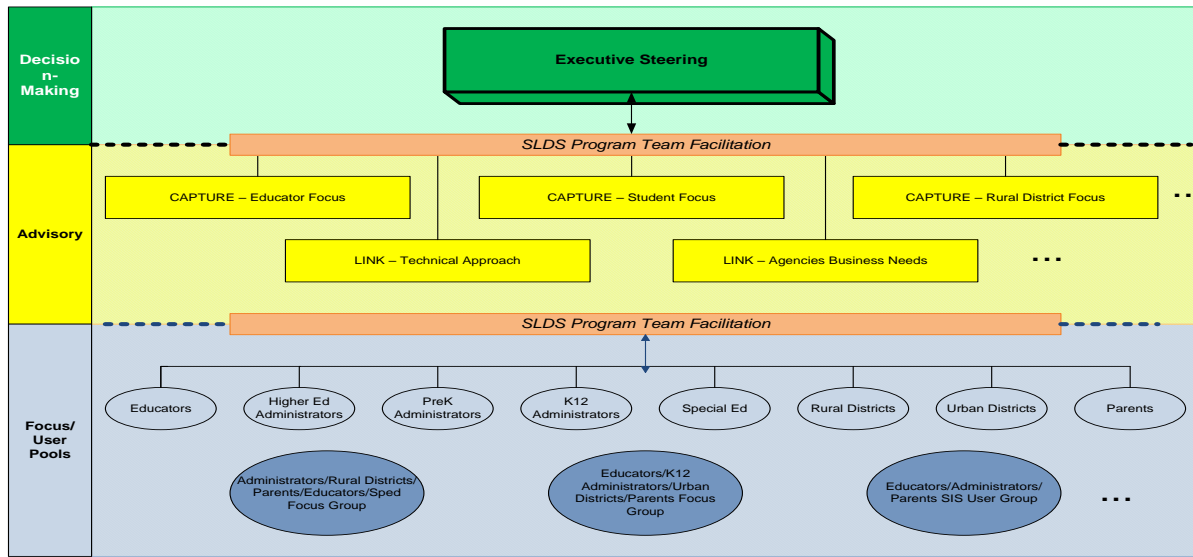
Figure 5.5a Governance Framework Diagram