



Tennessee Board of Regents  
Shared Services Initiative  
Project Charter  
March 21, 2017

# Tennessee Board of Regents Shared Services Project Charter

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## VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	<i>Huron</i>	<i>01/17/2017</i>			<i>Project Initiation</i>
2.0	Huron	03/21/2017	Ian Reynolds	2/23/2017	Change Management was approved as part of the Month 2 Project Initiation deliverables, and was then incorporated here

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## Shared Services Project Charter

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### Purpose of the TBR Shared Services Project Charter

The shared services project charter documents and tracks the necessary information required by decision maker(s) to approve the project for funding and operationalization. The project charter should include the needs, scope, justification, and resource commitment as well as the project sponsor's approval to proceed with the project. It is created during the Initiation Phase of the project.

The intended audience of the shared services project charter is the TBR project sponsor and senior leadership.

### Project Background & Purpose

The Tennessee Board of Regents (TBR) has recently assessed opportunities for increased operational efficiencies and productivity of current administrative services across the 13 community colleges. During this same period a re-examination of the administrative support model for Colleges of Applied Technology took place, resulting in a determination to move away from the "lead institution" concept to a shared services concept. As a result of these assessments, the Shared Services Project (*tentative project name*) has been initiated to take advantage of these opportunities and create a new organizational model to serve the community colleges, colleges of applied technology, and the System Office. This model will provide a shared service delivery model across HR, Payroll, and Finance activities, as well as select student enrollment management processes. The organization will be grounded in a shared governance model, providing accountability to all participating institutions.

The primary goal of the Project is the creation of a Shared Services Center. This Service Center will organize administrative functions across the community colleges and technical colleges under the Tennessee Board of Regents to strengthen the delivery of services so they are efficient, flexible, and reliable. This is a multi-phase effort that will span over the next three years. The Project Initiation phase currently underway aims to establish the project management infrastructure that will be critical to accomplishing the goals set forth over the course of the implementation.

In support of the Shared Services Center creation, TBR will be consolidating its ERP solutions across the Community Colleges and TCATs into a single multi-entity processing (MEP) database model. While the consolidation the disparate ERPs is not the driving force of this initiative, it is an enabling factor for accomplishing the overall goals of this project. This technology help TBR standardize the many systems and functions that exist across campuses, thereby improving the service and reliability we can provide to students, staff, and faculty.

The vision of this initiative is to create a shared services center that meets the core administrative needs of the Community Colleges, the Tennessee Colleges of Applied Technology (TCATs), and the TBR system office in a consistent, timely, and economical manner, thereby freeing up resources to support campus student success initiatives by providing:

- Consistent and improved end user business support to faculty and staff
- Additional mechanisms for compliance and risk mitigation
- Increased accountability related to business and administrative support
- Efficiencies in transactional administrative support tasks to free-up institutional resources and allow for reinvestment in strategic institutional priorities

### Guiding Principles

The Shared Services Project will follow these *core principles* when making decisions during the implementation:

- **Student-Centric** - The solution will be student-centric, enabling the best possible experience for students across the system, inclusive of students who move between campuses.
- **Mission Oriented / Results Driven** - The overall program will support TBR in moving toward an exemplary administrative support services structure that meets and exceeds the needs of the institutions it serves.

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- **Accountable** - After the system has been operational for a few months, we will evaluate decisions made where there was a disagreement and either affirm the original decision or modify. The parking lot items should be reviewed and reassessed as well as more significant decisions that were escalated.
- **Transparent** - We are committed to making information about the project available to the community and to alerting them to upcoming changes through frequent communication in a variety of formats.

In addition to the above, core principles, the following *process principles* will help inform the more technical decisions throughout the initiative:

- **Standardized:** Our intent is to “hold hands” and use the same business processes across the institutions to achieve optimum efficiencies and best practices. We recognize there may be extenuating circumstances that require deviation or exceptions, but those are to be kept to a minimum.
- **Secure:** The solution will support campus-based sensitivities to competitive interests through use of role based access rules that permit users access only to what they need to see for their individual entities.
- **Simple:** The solution implementation will be as close to baseline as possible, limiting complexity / modifications and moving business processes to best practices wherever possible.
- **Deliberate:** Due to the large amount of design and the short amount of time to complete, thoughtful and deliberate decisions are needed to achieve success. We will not dwell on minor points. We will make tentative decisions and utilize a parking lot to review again, as time permits. Disagreements on more significant points will be escalated for resolution.

### Critical Success Factors

The following Critical Success Factors will help guide the project, as they will be used to determine if the project has met its goals at completion:

- Appropriate **governance** mechanisms for services
- Continuously **refined practices and policies**, focused on faculty, staff, and student needs
- A **robust talent management** capability to support shared service delivery
- Increased use of **ERP capabilities** and workflow automation
- Documented **data standards** and standardized data management practices
- **Reduced cost** to deliver services
- Improved compliance and **decreased risk**
- Standardized, **streamlined processes**
- Increased levels of **service satisfaction** for end users
- Improved **decision support** for college leadership

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### Statement of Scope

TBR and their chosen solution partners will work towards the stated completion date. The initial schedule that is provided is an estimate and the parties will work together to develop detailed project plan documents that will specify the project tasks and their anticipated completion dates.

### In Scope

Item ID	Name	Description
1	Program Management	<ul style="list-style-type: none"><li>• Project Governance</li><li>• Communications</li><li>• Issue and Risk Management</li><li>• Schedule and Status Tracking</li></ul>
2	Business Process Design	<ul style="list-style-type: none"><li>• Business Process Mapping</li><li>• Business Process Designs</li><li>• Common Data Standards</li></ul>
3	Shared Services	<ul style="list-style-type: none"><li>• Shared Service Center Governance</li><li>• Organizational Design</li><li>• Talent Management</li><li>• Change Management and Key Performance Indicators</li></ul>
4	Technology Implementation	<ul style="list-style-type: none"><li>• Banner MEP Configuration and Deployment<ul style="list-style-type: none"><li>○ Banner Finance</li><li>○ Banner Human Resources</li><li>○ Banner Financial Aid</li><li>○ Student System</li><li>○ Banner Student-AR</li><li>○ Reporting</li></ul></li><li>• Additional Technology Tools / Capabilities<ul style="list-style-type: none"><li>○ Degree Works</li><li>○ Workflow</li><li>○ Luminis</li><li>○ Mobile</li><li>○ Banner Document Management System</li><li>○ Banner Travel &amp; Expense (<i>tentative, pending analysis</i>)</li><li>○ Cornerstone</li></ul></li></ul>

### Out of Scope

Item ID	Name	Description
1	Work in progress	To be updated by 04/21/2017

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## Shared Services Project Charter

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### Change Management

Change is an inevitable part of everyday business - particularly in projects. If not properly planned for, change factors can have a devastating effect on a project's successful outcome. Change management is the formal process through which changes to the project plan are approved and introduced. A change can be any addition, deletion, or enhancement of the original agreed scope.

#### Change Management Process

##### 1. Initiate Change Management Process

The purpose of this activity is, on reception of a change request, to validate it and to prioritize it.

##### 2. Screen Change

The designated Change Screener reviews and prioritizes the change request. Each change request should be reviewed to ensure that it is an applicable, beneficial change and that there is enough information to process the change.

##### 3. Notify Change Initiator (if applicable)

This task can be performed only if changes fail to meet the initial screening criteria, for example, if there is missing or incomplete information or if the change is not beneficial to the project. The Change Initiator should be notified of the refusal and given a reason for it. If there is the need for additional information on the change, the Change Initiator should be asked to provide it.

##### 4. Process or Defer Change

A change may be deferred if the affected project work product is in a future phase for which detailed definition and planning has not been done. Deferred changes may be grouped and held until the design or planning activities for that phase are performed.

##### 5. Log Accepted Changes

All changes that pass the initial screening should be entered into the TBR Shared Services Change Request Log on the project SharePoint site (note that access to this list is restricted). SharePoint will generate a unique tracking ID for the change request.

##### 6. Perform Impact Analysis

The purpose of this activity is to quantify and evaluate the costs and benefits of the proposed change to the project.

This includes:

- Determine Analysis Strategy
- Define Alternatives
- Gather Analysis Data
- Develop Impact for Each Alternative
- Review Analysis with Project Team
- Gather Additional Impact Data

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- Document Impact Data
- Review with Project Team

## **7. Make Final Change Decision**

The purpose of this activity is to obtain approval to implement the change.

## **8. Update Change Log**

Enter the disposition of the change into the project change log.

## **9. Incorporate Approved Change**

The purpose of this activity is to update the project plan documents with the approved change(s).

## **10. Obtain Approval of Relevant Project Documents**

Obtain approval of the updated Project Charter from the Steering Committee. Distribute the updated project documents to all interested parties.

## **11. Close Change**

The purpose of this activity is to terminate the processing of the change.

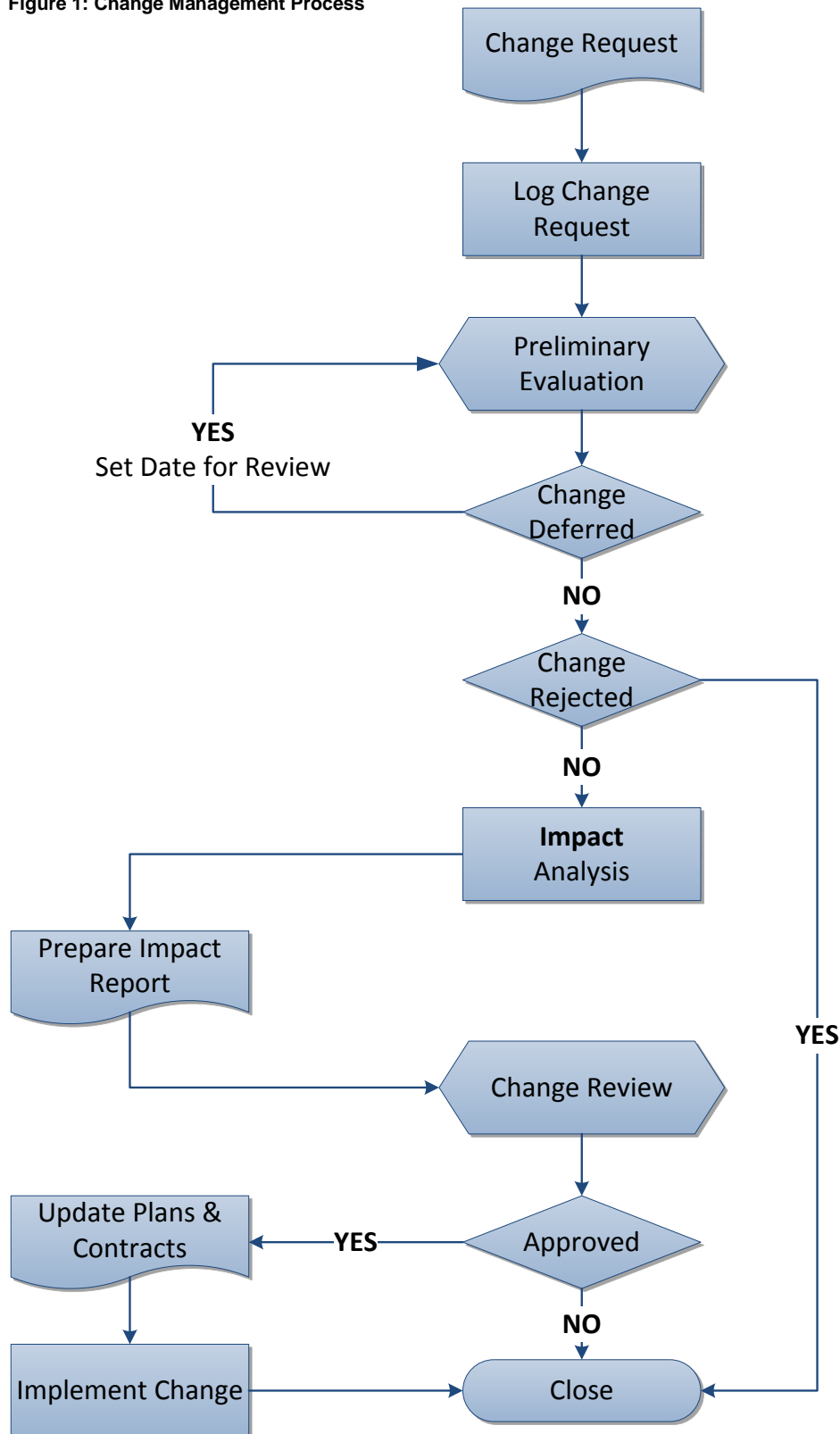
## **12. Execute Change Reporting**

The purpose of this activity is to determine which stakeholders need to receive change information and inform them on a regular basis.



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Figure 1: Change Management Process



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**Figure 2: Change Management Framework**

**Key:**

**R** = Responsible, recommender, owns the problem

**A** = Accountable, must sign off on the proposed approach/solution

**C** = Consulted, has information needed to complete the work, or helps resolve the issue

**I** = Informed, needs to be copied on the result, but doesn't need to be consulted

Item	TBR	Executive Sponsors	Executive Leadership Committee	Steering Committee	Working Committees	Examples
Cost: Change > \$1 Million	R	C	A	C	I / C	
Cost: Change > \$500,000	R	I	I	A	I	
Cost: Change < \$500,000	A	I	I	I / C	I / C	
Scope: New or changed functionality > 500 hours	R	C	A	C	C	
Scope: New or changed functionality < 500 hours	R	I	I	A	C	
Scope: Change to FSPDs	R			A	R	
Scope: Change requiring staff increase	A / R	C	C	C	I / C	Deployment model change
Scope: Deferral of go-live scope	R		I	I	A	Shift a report to post go-live
Time: Deployment shift > 1 quarter	R	I	A	I	R	
Time: Deployment shift < 1 quarter	R	I	I	I	A / R	
Time: Workstream schedule change; no impact to other deployments	R	I	I	I	A / R	
Time: Workstream schedule change that impacts other deployments	R	C	A	R / C	R / C	
Design: In-scope customizations < 500 hours	A / R	I	I	I	I	Interfaces, reports

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Item	TBR	Executive Sponsors	Executive Leadership Committee	Steering Committee	Working Committees	Examples
Design: Solution options and recommendations for in-scope customizations > 500 hours	R	I	I	A	I / C	
Resources: Reassignment to mitigate schedule issue	R	I	I	I	A / R	
Resources: Onboarding / assignment	A	I	I	I	I / C	
Deployment: Planned Deliverables	R			I	A	
Deployment: Plan and scope	R	C	A	I / C	R	
Deployment: Workstream deliverables	R	I	I	I	A	Requirements design, fit-gap
Deployment: Workstream strategies	A			I	I / C	Reporting, testing
Deployment: Phase gate entrance / exit criteria	R			I	A / R	Conversion
Deployment: Phase gate entry / exit	R	I	I	I	A / R	
Deployment: Readiness assessment	R	I	A	C	R / C	
Deployment: Final go / no go	R	A*	I	I	R	* Final approval with chancellor

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### Budget Estimate

#### Funding Source

Educational and general funds will be utilized to fund the shared services project.

#### Budget

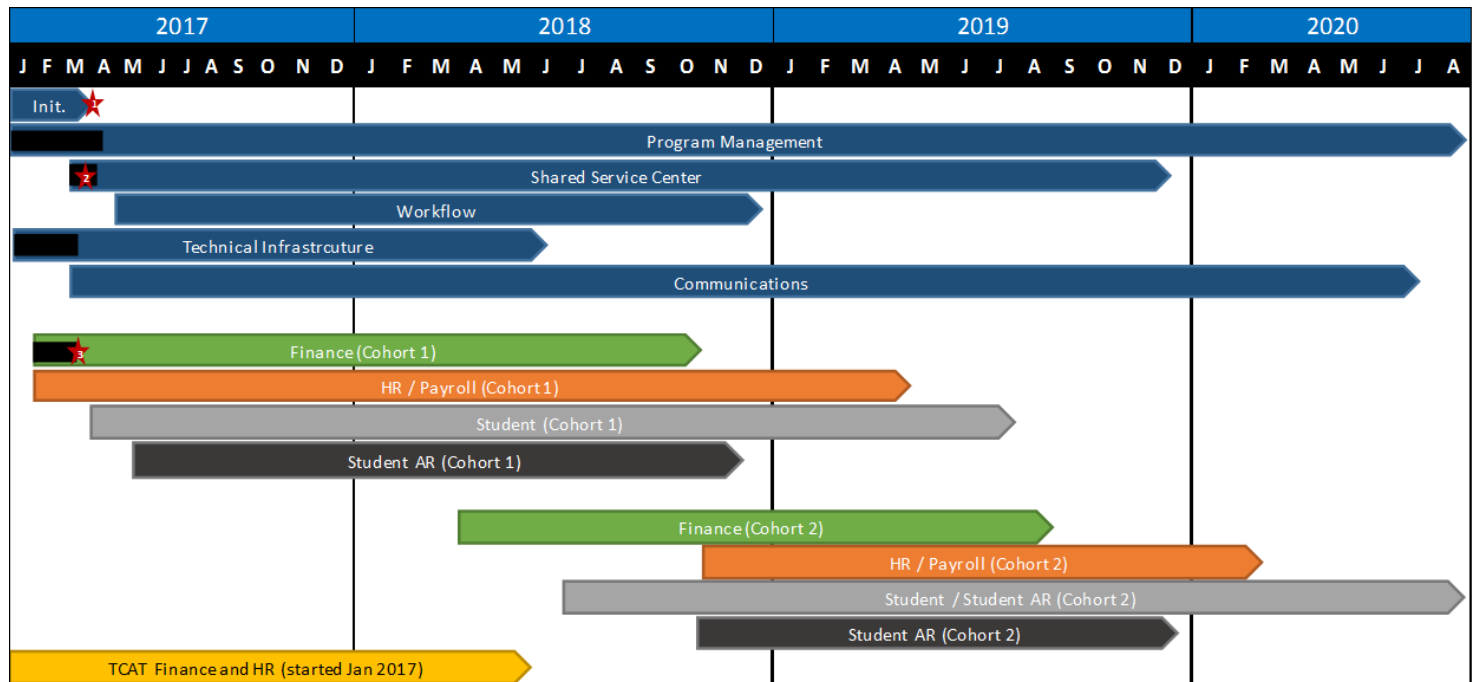
The following table provides a summary of estimated spending to meet the objectives of the shared services project as described in this project charter. This summary of spending should reflect costs for the entire investment lifecycle.

Function	Budget	\$ 28,700,000
	Share	Budget
Project Initiation	2%	\$ 574,000
Program Management	15%	\$ 4,305,000
Organization & Process Design: SSC	25%	\$ 7,175,000
ERP Implementation & Configuration	36%	\$ 10,332,000
TBR Staff Ramp-up	7%	\$ 2,009,000
Hardware	7%	\$ 2,009,000
Banner Licensing	0%	\$ -
Contingency	8%	\$ 2,296,000
<b>Total</b>	<b>100%</b>	<b>\$ 28,700,000</b>

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## Project Timeline (Draft)

The following diagram provides a high level milestone-based overview of the shared services initiative and implementation workstreams. Please note that we are in the process of updating details of some of the workstreams. This document will be updated as new information is available.



## Key Stakeholders

- Chancellor
- Vice Chancellors
- Administrative Vice Presidents
- Community College Presidents
- TCAT Directors

## Project Initiation (Phase I) Key Deliverables

(As Aligned with Milestones Below)

- Project Charter
- Communications Plan
- Executive Dashboard
- PMO Artifacts
- PMO Management Platform
- Governance Model
- Landscape Review Report
- High Level Business Needs & Opportunities
- Landscape Action Plan
- Team Models
- Team Action Plan
- Core Team Training Report
- Training Delivery Model
- Change Management Plan
- Risk Model

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- Risk Issue & Register
- Integrated Roadmap
- Master Project Plan

### Implementation (Phase II) Key Deliverables

*(As Aligned with Milestones Below)*

- Detailed Project Plan
- Detailed Leadership and Working Committee rosters
- Shared Service Center design and associated business process maps
- Catalog and definition of administrative functions and business support activities
- Current state business process maps
- Future state business process maps
- Defined roles & responsibilities
- Required policy revisions
- New position descriptions for recalibrated staff work
- Organizational model, including revised organizational charts
- Definition of reporting structures
- Funding model, including cost allocations and funding mechanism definition and modelling
- Workforce requirements/staffing levels
- Service level agreements
- Performance metrics
- Staff relocation plans and implementation
- Personnel skills inventory and assessment, and training plan
- Training materials for Banner as well as new administrative processes

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### RACI Matrix

The table below provides an overview of the responsibility assignment matrix that will be leveraged across the engagement. The following definitions shall be utilized for the assignment designation outlined within the table:

**R** = Responsible, recommender, owns the problem

**A** = Accountable, must sign off on the proposed approach/solution

**C** = Consulted, has information needed to complete the work, or helps resolve the issue

**I** = Informed, needs to be copied on the result, but doesn't need to be consulted

Note that the living RACI Matrix is stored on the project SharePoint site.

Phase	Milestone / Delivery Area	TBR	Huron	Ellucian	SIG
<b>Project Initiation</b>					
Initiation	Attrition / Succession / Retention Planning	R	C	C	C
Initiation	Establish Governance	A	R	C	C
Initiation	Project Success Deliverables: Charter / Communications Plan/ Dashboard Rpts.	A	R	C	C
Initiation	PMO Artifacts: status reports / tracks/ key decisions / action items, maintain risk register / detailed project plans / schedule / scope change management / financials / budget / performance / project metrics/ balanced scorecard	A	R	R	R
Initiation	PMO Management Platform	A	R	C	C
Initiation	Landscape Discovery: Review Report / High Level Business Needs & Opportunities / Landscape Action Plan	A	R	R	R
Initiation	Define Team Structures: Team Models / Team Action Plans	A	R	C	C
Initiation	Outline Core Team Training: Training Report / Delivery Model / Change Management Plan	A	R	R	R
Initiation	Risk Assessment & Management: Risk Model / Risk Register	A	R	C	C
Initiation	Strategic RoadMap	A	R	C	C
Initiation	MEP Workshop	A	I	R	C
<b>Connectivity, Infrastructure &amp; Security</b>					
Connectivity, Infrastructure & Security	Hosting Services Evaluation	R	I	C	I
Connectivity, Infrastructure & Security	Identity and Access Management Solution	R	I	C	I
Connectivity, Infrastructure & Security	Information Security Standards	R	I	C	I
Connectivity, Infrastructure & Security	Standup Development & Test Environment Standup				
Connectivity, Infrastructure & Security	Network Topology Design	R	I	C	I
Connectivity, Infrastructure & Security	Technical Operating Environment Design / Architecture	R	I	C	I
Connectivity, Infrastructure & Security	Deploy Production Operating Environment	R	I	C	I
Connectivity, Infrastructure & Security	Test Operating Environment	R	I	C	I
Connectivity, Infrastructure & Security	Operating Environment "Go Live"	R	I	C	I
<b>Functional Assessment &amp; Design</b>					
Functional Assessment & Design	Business Requirements	A	C	C	R
Functional Assessment & Design	Business Future State Process Design	A	C	C	R
Functional Assessment & Design	Technical Future State Requirements to Meet Design	A	I	R	C
Functional Assessment & Design	Shared Services Model	A	C	C	R
Functional Assessment & Design	Organizational Model	A	C	C	R
Functional Assessment & Design	Data Cleansing Analysis	A	I	C	R

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Technical Implementation – High Level					
Technical Implementation	Governance	A	R	C	C
Technical Implementation	Change Management	A	R	C	R
Technical Implementation	Strategic Planning	A	R	C	C
Technical Implementation	Project Leadership	A	R	C	C
Technical Implementation	Project Management	A	R	R	R
Technical Implementation	Business Process Analysis	A	C	C	R
Technical Implementation	Functional Validation	A	C	R	C
Technical Implementation	Shared Services Center / Staffing Needs Analysis	A	C	C	R
Technical Implementation	MEP Workshop	A	I	R	I
Technical Implementation	ERP Implementation (Design, Config, Test, Deploy)	A	C	R	C
Technical Implementation	Data Analysis / Clean-Up	A	I	C	R
Technical Implementation	Data Migration / Conversion	A	I	R	C
Technical Implementation	Reporting Analysis / Design	A	C	C	R
Technical Implementation	End User Training & Documentation	A	I	C	R
Technical Implementation	Post Implementation Go Live Support	A	R	R	R
<b>Technical Configure / Test / Integrate / Deploy</b>					
General	Support	A	I	R	R
Finance	Business Process Re-Design	A	I	R	R
Finance	Accounts Receivable	A	I	R	R
Finance	Accounts Payable	A	I	R	R
Finance	Grants	A	I	R	R
Finance	Endowments	A	I	R	R
Finance	Chart of Accounts	A	I	R	R
Finance	Procurement	A	I	R	R
Core Student	Higher Ed/Tennessee Reporting	A	I	R	R
Core Student	Sevis	A	I	R	R
Core Student	Continuing Ed/Workforce Development	A	I	R	R
Core Student	Catalog, Schedule, Building and Rooms, Faculty	A	I	R	R
Core Student	Recruiting, Admissions, General Student, Quick Start	A	I	R	R
Core Student	Registration, Academic History, Self-Service	A	I	R	R
Core Student	Degree Works	A	I	R	R
Financial Aid	Data Loads	A	I	R	R
Financial Aid	Tennessee Reporting	A	I	R	R
HR	Position Control	A	I	R	R
HR	Budgeting	A	I	R	R
HR	Benefits	A	I	R	R
HR	Payroll	A	I	R	R
Technology	General Person	A	I	R	R
Technology	Recruiting, Admissions, General Student	A	I	R	R
Technology	Academic History	A	I	R	R
Technology	Catalog/Faculty/Buildings and Rooms	A	I	R	R
Technology	Accounts Receivable	A	I	R	R
Technology	Other (data mapping, 3rd party loads)	A	I	R	R
Technology	HR/PR	A	I	R	R



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Technology	DBA	A	I	R	R
Technology	Data Cleanup Support	A	I	R	R
Reporting	Report Development	A	I	R	R
Training	Team Lead	A	I	R	R
Training	Student	A	I	R	R
Training	Fin Aid	A	I	R	R
Training	AR	A	I	R	R
Training	HR/PR/Ben	A	I	R	R

# Tennessee Board of Regents Shared Services Project Charter

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## Charter Approval

### *Executive Leadership Committee*

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Dale Sims  
Executive Sponsor  
Vice President of Finance

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Date

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Executive Sponsor

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Date

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### *Chancellor Project Approval*

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Chancellor

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Date