

Shared Services Project Charter

Project Overview

The purpose of this project charter is to clarify the goals, scope, objectives, assumptions, principles, and risks associated with the project to collect and evaluate data associated with the consideration of shared services.

In this initial phase, the University is interested in performing a benchmarking study of administrative and business core processes to evaluate the opportunities presented by adopting a shared services model.

Goal

The goal of this project is to develop a transparent process to evaluate University-specific data around the University's core administrative and business processes to compare with other Universities and organizations to identify areas where the use of shared services can provide the University the opportunity to lower costs while meeting or exceeding current service levels.

Scope

This phase centers around the collection of accurate and contextual data about the University of Missouri's core administrative and business processes around which future recommendations can be made. It also includes obtaining assistance from Accenture in regards to preparing stakeholders with the appropriate context and understanding of shared services. Assuming the data identifies areas where shared services would be beneficial, the University would then consider the opportunities with a common understanding of what it would entail.

A full listing of administrative areas (i.e. Finance, HR, IT, Procurement, etc.) and processes to be examined can be found in Appendix A.

Objectives

- Conduct a benchmark study comparing the University's current performance metrics and costs against organizations of similar size and complexity, and evaluate the results.
- Identify candidate administrative processes to be considered for shared services.
- Assess risks associated with implementation of shared services.
- Prepare a high level business case for moving any identified processes to shared services.

Deliverables

- Work Plan defining the activities, milestones, resources, and timelines necessary to perform the desired benchmarking.
- Clarification of decision rights – what decisions are set where and by whom.
- The template for each function/process area that will be used to gather information needed to create a working baseline for the benchmark and business case reports.
- Final benchmarking report.
- Candidate list of shared services opportunities.
- Identify potential risks and mitigation options for impacts that could affect the future state shared services implementation.
- Final report.

Assumptions and Guiding Principles

- UM and Campus functional and technical personnel will be available as needed.
- UM and Campus functional and technical personnel have the necessary knowledge to be able to respond knowledgeably to the needs of the project.
- UM and Campus functional staff will dedicate adequate resources to all phases of the project.
- Shared resources will maintain an agreed upon split of their work schedule to ensure project success.
- UM and Campus functional and technical resources will coordinate data collection from all designated points in the University for completing the benchmarking study.
- UM and Campus functional and technical resources will manage communications on the project sufficient to achieve desired outcomes.
- Stakeholders (i.e. Steering Committee members, Location Data Coordinators, Functional Data Coordinators, etc.) must not only communicate timely but collaborate effectively to create the most accurate and contextual body of data possible from which effective business decisions can be made.
- Stakeholders will act ethically and empathetically to ensure the credibility of the data collection process.

Stakeholders and Roles/Responsibilities

Project Role	Organization Role	Represented By	Accountabilities	Involvement (Hours)
Executive Sponsor	President	President Forsee	Project Governance	As Requested
Steering Committee	Project Direction	Vice Chancellors and Vice Presidents	Project Leadership	Regular meetings 2 times per month
Project Manager	Project Lead	Paul Toler	Project Oversight	50-75% FTE
Data Collection Location Coordinators	Business Unit Lead	Paul Toler, Larry Westermeyer, Randy Stoll, Andrew Draker, Jennifer Doll,	Coordinate collection of benchmarking data in the Business Unit they represent	Approx 25% FTE
Data Collection Functional Coordinators	Functional Lead at Business Unit	IT - Larry Frederick, Mary Lou Hines Fritz, Margaret Cline, Terry Robb, Beth Chancellor HR - Peter Heithaus, Shenethia	Validation of benchmarking data collected and serve as functional expert for the Business Unit they represent	Approx 25% FTE

		Manuel, Carol Hintz, Catherine Turmel, Linda Koch FIN - Ernest Cornford, Bob Crutsinger, Andy Lamar, Tracy Greenup, Tom Richards, Jennifer Doll PROC - Jennifer Alexander, Tony Hall		
Data Collectors	Data Representative at the College, School, Division or Department Level	See Project Location Structure for Details	Responsible for entering C/S/D specific data into the data collection portal	25% FTE or less

Risks and Mitigation Strategies

	<i>Risk</i>	Probability of Occurrence	Significance of Impact	Owner	Mitigation Strategies
1.	Questionnaires are not completed timely	Medium	High	Project Manager	
2.	Questionnaires are completed with inaccurate information	Medium	High	Project Manager	Hackett's validation process is specifically designed to uncover potential "bad data," whether intentional or unintentional, using a preliminary comparison to the university's peer group.
3.	Fear/Distrust of process has negative consequences	Medium	High	Project Manager	
4.					
5.					•
6.					•
7.					•
8.					•
9.					•
10.					•
11.					•

Finance

Transaction Processing	Compliance Management	Planning and Performance	Management and Administration
<ul style="list-style-type: none"> ▪ Cash Disbursements <ul style="list-style-type: none"> – Accounts Payable – Travel and Expense ▪ Revenue Cycle <ul style="list-style-type: none"> – Credit – Customer Billing – Collections – Cash Application – Dispute Management ▪ General Accounting and External Reporting <ul style="list-style-type: none"> – General Ledger – Intercompany Accounting – Cost Accounting – Fixed Assets – External Reporting 	<ul style="list-style-type: none"> ▪ Tax Management ▪ Treasury Management <ul style="list-style-type: none"> – Cash Management – Capital and Risk Management ▪ Compliance Management 	<ul style="list-style-type: none"> ▪ Planning and Performance Management ▪ Business Analysis 	<ul style="list-style-type: none"> ▪ Function Management

HR

Transactional	Employee Life Cycle	Planning and Strategy	Management and Administration
<ul style="list-style-type: none"> ▪ Total Rewards Administration <ul style="list-style-type: none"> – Health & Welfare Administration – Pension & Savings Administration – Compensation Administration ▪ Payroll Services <ul style="list-style-type: none"> – Payroll Administration – Time & Attendance ▪ Data Management, Reporting & Compliance <ul style="list-style-type: none"> – Employee Data Management and HR Reporting – Compliance Management 	<ul style="list-style-type: none"> ▪ Staffing Services <ul style="list-style-type: none"> – Recruiting and Staffing – Exit Process ▪ Workforce Development Services <ul style="list-style-type: none"> – Transferable Skills – Non-transferable Skills* ▪ Organizational Effectiveness Services <ul style="list-style-type: none"> – Organization Design and Development – Employee Relations – Labor Relations 	<ul style="list-style-type: none"> ▪ Total Rewards Planning ▪ Strategic Workforce Planning 	<ul style="list-style-type: none"> ▪ Function Management

IT

Technology Infrastructure	Application Management	Control and Risk Management*	Planning and Strategy	Management and Administration
<ul style="list-style-type: none"> Infrastructure Management <ul style="list-style-type: none"> Operations Management Security Management Disaster Recovery Planning End User Support <ul style="list-style-type: none"> Help Desk End User Training Infrastructure Development <ul style="list-style-type: none"> Planning Construct Implement 	<ul style="list-style-type: none"> Application Maintenance <ul style="list-style-type: none"> Application Support Enhancement Delivery Upgrade Execution Application Development and Implementation <ul style="list-style-type: none"> Planning Construct Implement 	<ul style="list-style-type: none"> Quality Assurance <ul style="list-style-type: none"> Change Management Risk Management <ul style="list-style-type: none"> Audit and Compliance 	<ul style="list-style-type: none"> IT Business Planning <ul style="list-style-type: none"> Alignment Project Prioritization Communication Enterprise Architecture Planning <ul style="list-style-type: none"> Governance Standards Management Emerging Technologies <ul style="list-style-type: none"> Technology Evaluation 	<ul style="list-style-type: none"> Function Management <ul style="list-style-type: none"> Function Oversight Personnel Management Policy and Procedures Oversight

Procurement

Operations and Compliance	Sourcing and Supply Base Management	Planning and Strategy	Management and Administration
<ul style="list-style-type: none"> Supply Data Management Requisition and PO Processing Supplier Scheduling Receipt Processing Compliance Management 	<ul style="list-style-type: none"> Customer Management <ul style="list-style-type: none"> External Customer Management Internal Customer Management Product Development and Design Support Sourcing Execution <ul style="list-style-type: none"> Requirements Definition and Supplier Bidding Negotiation and Supplier Contract Creation Supplier Management and Development <ul style="list-style-type: none"> Supplier Management Supplier Partnering 	<ul style="list-style-type: none"> Sourcing and Supply Base Strategy 	<ul style="list-style-type: none"> Function Strategy and Performance Management Function Management

Special Higher Education Processes*

Development		Student Services	
Fundraising Functions <ul style="list-style-type: none"> Annual Giving Constituency Programs Corporate and Foundation Relations International Gifts Major Gifts Planned Giving Principal or Leadership Gifts Direct Fundraising Support <ul style="list-style-type: none"> Communications & Marketing Events Prospect Management and Research Stewardship/Administrative Services <ul style="list-style-type: none"> Gifts and Records Administration Legal Executive Search/Recruitment Custom Training & Education Program 	Admissions Services <ul style="list-style-type: none"> Prospect Management Evaluate/Admit Applicants New Student Transition Services <ul style="list-style-type: none"> New Student Programs, Services and Support Financial Aid Services <ul style="list-style-type: none"> Establish Funding Evaluate Students for Fin. Aid Award Student Financial Aid Financial Aid Funds Reconciliation Academic Services <ul style="list-style-type: none"> Curriculum Management Academic Enrollment Management Academic Records Management Academic Advisement Management Instructional Support Multicultural Programming and Services <ul style="list-style-type: none"> Intergroup Relations Multi-Ethnic Student Affairs Event Center Management 	Student Education & Awareness <ul style="list-style-type: none"> Residence Education Health Education Dean of Students Conflict Resolution Student Activities & Leadership	Document Management, Data Reporting & Compliance <ul style="list-style-type: none"> Document Management Data Reporting Compliance Management Specialized Services <ul style="list-style-type: none"> Counseling & Psychological Services Sexual Assault Prevention & Awareness Services for Students with Disabilities Pre-Award Proposal Preparation <ul style="list-style-type: none"> Proposal Review & Submission Research Regulatory Review Proposal Approval Process Award Project Management Regulatory and External Reporting Requirements Post-Award <ul style="list-style-type: none"> Award Processing Regulatory Management External Reporting Requirements Customer Service Training

*Optional for the University of Missouri (being considered at this time).