# OE PROJECT CHARTER for Student Services Technology Roadmap

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| **PROJECT NAME:** | Student Services Technology Roadmap |
| **PREPARED BY:** | Laura Willoughby, Executive Director Student Services Technology Initiatives |
| **DATE (MM/DD/YYYY):** | 5/19/2012 |

| **PROJECT CHARTER VERSION HISTORY** | | |
|---|---|---|
| **VERSION** | **DATE (MM/DD/YYYY)** | **COMMENTS (DRAFT, SIGNED, REVISED – CURRENT STATUS)** |
| 3 | 05/19/2012 | Initial Draft for comments |
| 4 | 05/24/2012 | Updated functional diagram based on input from SME's. Updated Milestones. |
| 5 | 06/04/2012 | Updated scope to question whether student life is in scope or out of scope, pending sponsors decision. Updated functional diagram based on input from SME's. |
| 6 | 06/12/2012 | Updated scope to include Student Life and adjust dates accordingly to account for additional work and additional time to check with Students. |

## DOCUMENT PURPOSE

The Project Charter documents the formal conversation between the Project Sponsor and the Project Manager/Team, including the definition of success for the project.

Once approved, the Project Charter communicates the current agreement between the Project Sponsor and the Project Team throughout the lifecycle of a project. The Charter provides a high-level overview of the project including the definition of project success, and project resource (people and funds) requirements.

Requests and additions to the project scope are considered "out-of-scope" for the current project. When a scope change is required, document a change request that includes an impact analysis of project cost, resources, schedule, and risk. The Project Sponsor then formally approves the scope change request.

The project manager will retain additional documents that provide detail on the management of the project, including a communications plan, an issues log, a risk log, a change management plan, a budget, and a work schedule.

## REVIEW & APPROVAL

*(The Project Sponsor signature indicates approval of the Project Charter, and authorizes the Project Manager/Team to use identified resources to proceed with the detailed planning and execution of the project; using this charter as guide.)*

| **PROJECT SPONSOR(S) NAME** | **SIGNATURE** | **DATE** |
|---|---|---|
| Harry Le Grande, Vice Chancellor, Student Affairs | | |
| Cathy Koshland, Vice Provost for Teaching, Learning, Academic Planning and Facilities | | |

## CASE FOR CHANGE

*(What is the Current Situation?)*

There is currently no overall view into the Student Services Technology (SST) picture. The complexity of SST has not been fully captured or communicated in a way that is clear to stakeholders throughout the University, from the student level all the way to Executive Leadership. This lack of clarity results in challenging, prolonged decision making, since it can be difficult to understand the impact of a project on the overall plan for SST.

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The need for a comprehensive view of SST takes multiple dimensions:

- There are several concurrent initiatives underway that impact the SST realm, yet their timing and inter-dependencies are not clear (e.g.: Work from Spring 2011 Student Services IT Risk Review, EDW, CalCentral/Sakai)
- The Kuali Student Enrollment deliverable (which was previously identified as a viable solution for UC Berkeley) has an unknown extended completion date that requires us to consider other alternatives for replacing our core systems
- Students are frustrated with the fragmented, burdensome processes for basic functions as well as the lack of more current technology features found at other Universities
- The aging technology platforms are fragile and represent high risk of outages in core functions such as enrolling in courses
- The outdated and complex technology makes it difficult to incorporate new requirements

## PURPOSE

*(What problem will be solved by the project? What value does this project add to the organization? How does this project align with the strategic priorities of the organization? What benefits are expected once the project is completed?)*

In order to enable decision making regarding investments in Student Services Technology, a SST Roadmap should be developed. By developing the SST Roadmap, we will create a new view for Executive Leadership, staff, students and faculty to see what technology work is planned for Student Services over the next 3-5 years. This visibility will allow us communicate what work is anticipated and check for alignment with needs.

Problems solved by the SST Roadmap:

1. Complexity: Reduce complexity and confusion surrounding SST investment. Further, it will highlight duplicate efforts which can be merged, if applicable.
2. Lack of alignment:
   - Ensure alignment with Enterprise initiatives (e.g. EDW)
   - Ensure alignment with external consortium initiatives (e.g. Kuali, SAKAI)
3. Lack of vision: The Roadmap will provide an approximately 3-5 year vision that prioritizes what areas within Student Services Technology should be invested in by looking through multiple lenses such as stabilizing current at-risk systems, delivering student satisfaction with systems experience, standardizing technology and processes.

Value:
The completed Roadmap work will allow Executive Leadership to ensure the technology project investments are aligned with the bigger picture. Trade-offs can be considered and the impact of investing in one project over another will be easier to view.

Benefits:
The benefits of the SST Roadmap will initially be non-financial. It provide a clearly communicated 5 year vision for Student Services Technology with the goal of ensuring our IT investment dollars are focused on the right projects to satisfy current demands while working within financial constraints.

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| **RESULTS**<br>*(What does success look like? How do we know that the problem described above is resolved? This typically involves clarifying metrics for operations once the project is completed.)* | |
|---|---|
| # | SUCCESS MEASURE |
| *1* | *Five year vision of what major projects should be invested in to address current issues and support vision for Student Services* |
| *2* | *Identification of what initiatives could be funded by OE & proposal submitted to OE* |
| *3* | *Understanding of what our approach is towards our aging Student Information System (SIS)* |
| *4* | *Executive Committee receive a sound and well analyzed plan for moving to the next phase* |

## SCOPE

*(The scope defines the boundaries in terms of where the project begins and ends. The scope describes what will be delivered - where, when, and how. It describes the services, functions, systems, solutions, or tangible products for which the sponsor will take delivery.)*

**FUNCTIONAL SCOPE**

**In Scope:**

The functions that are **in scope** for this work include (see Figure 1, below):

- Admissions
- Registration & Enrollment
- Financial aid
- Academic Support
- Student Financials
- Gateway or Portal access to applications (e.g. CalCentral)
- Data Warehouse efforts that relate to student (e.g. EDW)
- Student Life (will be analyzed and addressed after above listed functions; to be reviewed by Steering Committee in Aug.)

**Out of Scope:**

RSSP is considered **out of scope**. This includes:

- Dining
- Housing
- Student Development
- Conference Services
- Early Childhood Education Program

**"In Scope" Student Services Technology Functions:**

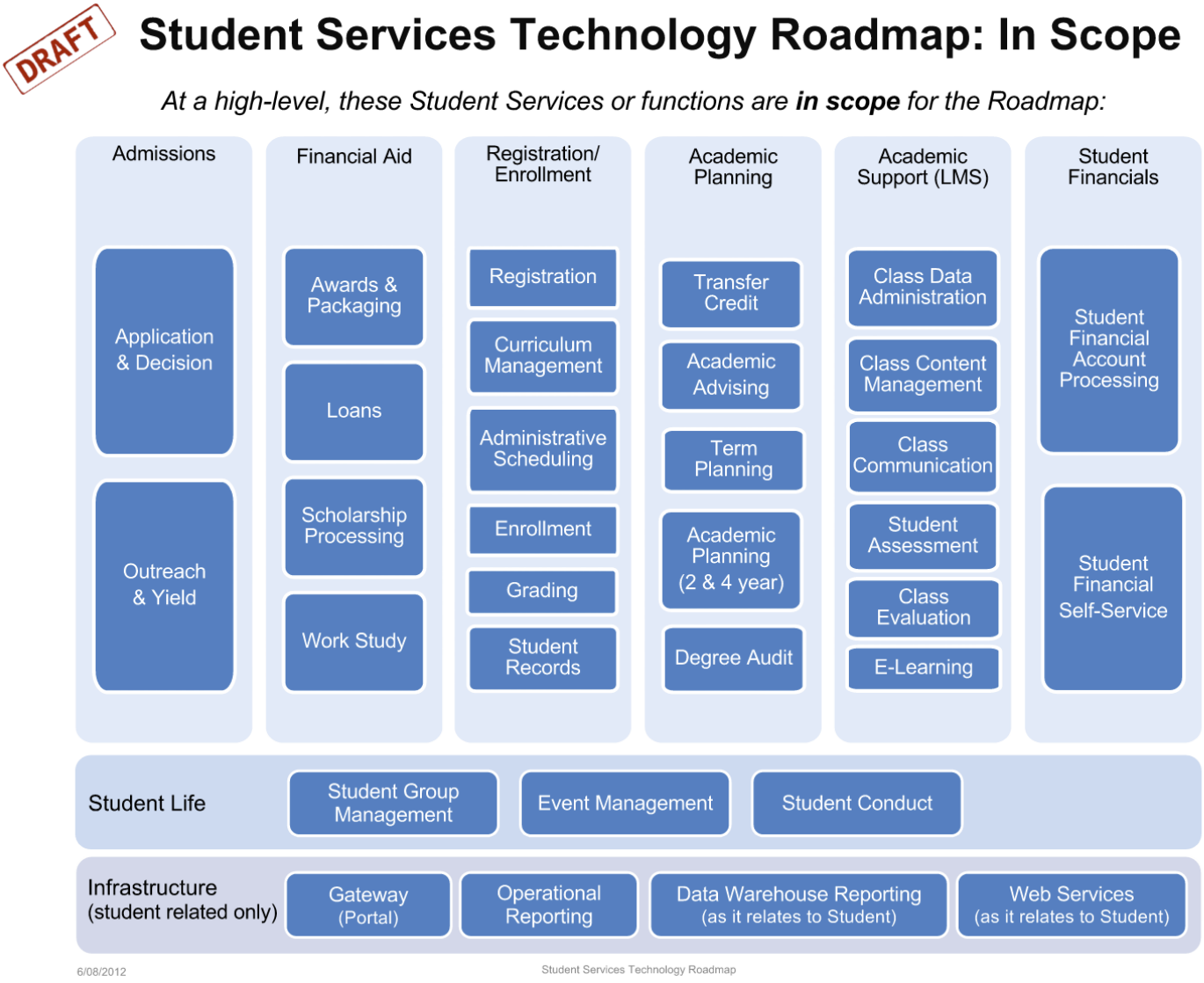


*Figure 1 – " In Scope" Student Services Technology Functional Diagram (L. Willoughby, S. Quigley; 2012)*

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**STUDENT POPULATION TYPE SCOPE**

The following Student Populations Types are **in scope** for this work when the systems have commonality across more than one student types:

- Undergraduate – Primary Focus
- Graduate – Primary Focus
- Professional (e.g. Law, Optometry, Business) – will be considered where commonality exists
- Summer – will be considered where commonality exists
- Extension – will be considered where commonality exists

The 5 populations will be considered when examining solutions, but it is not the intention of this work to catalogue all systems and technologies that are "owned" by the various groups that support these populations. In other words, if there are systems which support a specialized function that is needed only for the Haas Business School program (Professional students) they will not be included in the Roadmap. Given the timeframe for this work the focus will be on systems that may be leveraged or are common across multiple student populations.

***Note:*** Although "International Students" are often discussed as a distinct population, for the purpose of this work, it is understood that international students are a subset of the above listed student population types and do not require separate Roadmap attention.

**TIME SPAN FOR CONSIDERATION**

The Roadmap will cover an approximately 3 to 5 year timespan and will depict at a high-level what projects should occur during that time span. There is an identified need for a longer-term roadmap (5-20 year) which is aligned with UC Berkeley IT Strategy, however that longer timeframe is **out of scope** for this work.

**DELIVERABLES**

- A Roadmap diagram and high-level timeline depicting work/projects that are recommended in the Student Services Technology space over the next 3 to 5 years
- A diagram of what functionality Student Services Technology encompasses (partially completed already)
- An estimate of what Student Services Technology is currently costing
- A "system to function" diagram to highlight potential redundancies
- Recommendation & Proposals for what work is to be funded by OE

**PROJECT CONSTRAINTS & ASSUMPTIONS**

*(List the known and anticipated constraints, and the initial assumptions for the project.)*

| # | NAME |
|---|---|
| 1 | People Resources – project team is not fully assembled, but assistance is being offered from the SAIT PMO |
| 2 | Financial Resources – current RRA must be adjusted to account for increased scope |
| 3 | There are dependent technology initiatives (such as EDW, CalCentral) which must provide plans and milestones for integration into the Roadmap. |

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| **PROJECT MILESTONES & DELIVERABLES**<br>*(List the major milestones and deliverables of the project.)* | | |
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| MILESTONE | DELIVERABLES | DATE |
| Functional Diagram completed | Functional diagram with description of functional areas | 6/22/2012 |
| "Kick Off" Communication to Stakeholders Delivered | Meeting and slide deck with timeline, approach, and outcomes listed for Roadmap work | 6/29/2012 |
| High-level Roadmap Diagram Draft completed | Roadmap draft document based on current known needs | 7/15/2012 |
| Roadmap Workshop Complete | Input, changes, feedback for Roadmap, List of Identified Risks, List of Priorities and Opportunities | 8/15/2012 |
| Student Feedback Incorporated into Roadmap | Roadmap with recommended changes from Students | 9/21/2012 |
| Roadmap Published | Final Roadmap document | 9/28/2012 |
| OE Proposals Completed & Submitted to OEPO | OE Proposal document(s) | 10/31/2012 |

| **FINANCE DESCRIPTION**<br>*(Provide a high level narrative overview on the estimated investment requirements, the savings targets, and the ongoing funding model.)* |
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| While the initial effort does not directly provide cost savings, it does improve the potential of obtaining savings by providing a clear picture of where investment could be focused to produce savings. Investigating the current state and providing a comprehensive picture of Student Services Technology will highlight work that could remove low value or redundant systems and/or streamline business operations to achieve savings. |

| **RISKS**<br>*(Identify the high-level project risks and the strategies to mitigate them.)* | |
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| RISK | MITIGATION STRATEGY |
| Project team resources unavailable | Enhanced effort to have 2 Business Analysts onboard by end of June. Supplement project team with outside consultants engaged for short-term (e.g. 2-3 month) deliverables |
| Project not aligned with OE IT Governance project | Formalize relationship with OE IT Governance team and implement feedback loop |
| The breadth of strategic activity currently underway on campus can make it difficult to get input from important stakeholders. | Leverage OE mechanisms (website, calendar of events, meetings) and existing opportunities (e.g. standing committees) to coordinate input processes wherever possible. |

| **COMMUNICATION**<br>*(Highlight the communication requirements between the Sponsor, the Key Stakeholders and the Project Team, including the frequency of check-ins, project reviews, and status reports (in person and written).)* | | |
|---|---|---|
| **Tool** | **Audience** | **Type of Information Delivered** |
| Project Web Site | Campus, Public | Charter, general FAQs, outreach strategies |
| Google Docs | Project Team | Background, artifacts, research and analysis, meeting notes, OE deliverables |
| Eclipse PPM Tool | OE Program Office (OE PO) | Current status, challenges, risks, next steps |
| bSpace | OE PO, other OE Project Teams | OE required deliverables |

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|---|---|---|
| Meetings:<br>Weekly: Project Team<br>Monthly: Sponsors, OE PO<br>6 weeks: Steering Committee<br>6 weeks: Student Representatives | Project Team<br>Sponsors & OE Program Office<br>Steering Committee<br>Student Representatives | Plans, design, project updates, solicitation of feedback/approval, requests for assistance if needed |
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## APPENDIX A - PROJECT ROLES & RESPONSIBILITIES

*Name the members of the project team.*

| **PROJECT SPONSOR:** Provides overall direction, guidance, and funding for the project.<br><br>**RESPONSIBILITIES** include setting the vision and strategic direction, approving the project charter and plan; securing resources for the project; confirming the project's goals and objectives; keeping abreast of major project activities; making decisions on escalated issues; and assisting in the resolution of roadblocks. | |
|---|---|
| **NAME** | **Harry Le Grande, Vice Chancellor, Student Affairs** |
| **NAME** | **Cathy Koshland, Vice Provost for Teaching, Learning, Academic Planning and Facilities** |

| **FUNCTIONAL OWNER:** Manages the impact of the project in their functional area.<br><br>**RESPONSIBILITIES** include ensuring agreed-upon project tasks and deliverables are completed, incorporating the views of their customers, providing functional expertise in a particular area, articulating requirements, and working to ensure that business needs are met. | |
|---|---|
| **NAME** | **Anne DeLuca, AVC, Admissions & Enrollment & Acting Director of Undergraduate Admissions** |
| **NAME** | |

| **PROJECT MANAGER:** Leads the team in planning and implementing the project from initiation to closure.<br><br>**RESPONSIBILITIES** include scope and change management, keeping the project plan current (deliverables, schedule, and resources), issue and risk management, maintaining project documents, reporting project status, and facilitating conflict resolutions within the project and between cross-functional teams.. | |
|---|---|
| **NAME** | **Laura Willoughby, Executive Director Student Services Technology** |
| **NAME** | **Simon Clay-Michael, Project Manager** |

| The **PROJECT STEERING COMMITTEE** includes key stakeholders and subject matter experts.<br><br>**RESPONSIBILITIES** include providing guidance on key issues. | |
|---|---|
| **NAME** | **Harry Le Grande, Vice Chancellor, Student Affairs** |
| **NAME** | **Cathy Koshland, Vice Provost for Teaching, Learning, Academic Planning and Facilities** |
| **NAME** | **Anne DeLuca, AVC, Admissions & Enrollment & Acting Director of Undergraduate Admissions** |
| **NAME** | **Andrew Szeri, Operational Excellence Program Office Faculty Head, and Dean, Graduate Division** |
| **NAME** | **Lyle Nevels, Interim AVC & CIO** |
| **NAME** | **Erin Gore, Associate Vice Chancellor, CFO** |
| **NAME** | **Angela Blackstone, Associate CIO - Student Affairs** |
| **NAME** | **Mara Hancock, Associate CIO - Academic Engagement //Benjamin Hubbard** |
| **NAME** | **Connor Landgraf, ASUC President (or delegate)** |
| **NAME** | **Bahar Navab, GA President (or delegate)** |

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| A **SUBJECT MATTER EXPERT (SME)** provides expertise on project elements including business process and current or new technical solutions.<br><br>**RESPONSIBILITIES** include maintaining up-to-date experience and knowledge on the subject matter, validating recommendations, and providing advice on what is critical to the performance of a project task. | |
|---|---|
| **NAME** | **Anne DeLuca, AVC, Admissions & Enrollment & Acting Director of Undergraduate Admissions** |
| **NAME** | **Walter Wong** |
| **NAME** | **Rachelle Feldman** |
| **NAME** | **Sara Quigley** |
| **NAME** | **Tim Heidinger** |

*Describe the roles and responsibilities of the project participants.*

**PROJECT TEAM MEMBERS**

**RESPONSIBILITIES** include

- understanding the work to be completed, completing the research, data gathering, analysis, and documentation,
- informing the project manager and team members of issues, scope changes, risks, and quality concerns, and
- proactively communicate status and manage expectations.

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|---|---|---|---|
| **NAME** | **Laura Willoughby** | **ROLE** | **Executive Director of Student Services Technology Initiatives** |
| **NAME** | Simon Clay-Michael | **ROLE** | Project Manager |
| **NAME** | Baylen Wang | **ROLE** | Functional Business Analyst |
| **NAME** | TBD | **ROLE** | Technical Business Analyst |
| **NAME** | TBD | **ROLE** | Communications Specialist |
| **NAME** | TBD | **ROLE** | Student Liaison |
| **NAME** | SBN Consulting Team | **ROLE** | Shourya Basu |

## APPENDIX B - KEY TERMS & DEFINITIONS FOR THIS PROJECT CHARTER

*Define key terms unique to this Project Charter.*