



**IT Assessment for the Division of Business Affairs**

# **Project Charter**

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## Project Objectives and Scope

UNC Charlotte is undertaking an objective information technology (IT) organization and service delivery model assessment for the Division of Business Affairs. This assessment will consider the Division's:

- IT needs that are not provided by the central IT organization ("ITS") on campus
- Current functions/services provided by Business Affairs' distributed IT infrastructure and how to meet the discovered needs
- Roles and responsibilities of Divisional distributed IT staff (gap analysis)
- Organizational design of Divisional distributed IT staff

Questions the Division seeks to address are:

- What functions does Business Affairs IT do? Are these the correct services and are they effective? Are these services correctly placed? And potentially, are these services correctly priced?
- What is the experience of users of Business Affairs IT services? What are their priority needs?
- Who's doing what? From what unit? For whom? How is this connected not only in Business Affairs, but also within central ITS?
- Is Business Affairs IT organized correctly? How should IT personnel in Business Affairs be organized in reporting lines?
- Where are the gaps and overlap?
- Should Business Affairs apply more resources to do "X"?
- Does Business Affairs have too many resources doing "Y"?
- Should some of Business Affairs' IT functions be in the central ITS office?
- Should some of the functions conducted by central ITS be in Business Affairs?
- Are there needs not being met by either Business Affairs IT or ITS? What areas are most at risk?
- Does Business Affairs have appropriate IT resources assigned and doing appropriate tasks to support the services provided?

The IT Assessment is being conducted within the context of the University's IT Master Plan and its 16 initiatives. As a result, this assessment will impact several of the initiatives in the IT Master Plan, particularly those that relate to the organizational structures that support IT.

This effort will serve as a pilot project, which maps to Initiative 5.1 in the University's IT Master Plan for a Hybrid IT Organizational Model. The objective of initiative 5.1 is to increase coordination across the IT community and implement mechanisms for facilitating resource sharing.

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## Project Overview, Description, and Deliverables

The following summary of key steps and milestones is intended to provide an overall understanding of the project.

1. **Planning and pre-onsite work.** As part of project initiation and visioning we will meet with project work group, develop a project charter, schedule our onsite visit and interviews, draft a project announcement, and collect advance documentation.

We will also work to establish a Project Advisory Committee and identify the types of IT services and applications that are supported by Business Affairs IT staff. This preliminary service catalog will provide a foundation for discussion with IT staff during our onsite interviews. Further detail on the purpose and membership of the Advisory Committee is provided later in this charter.

❖ **Project Deliverable. Project Charter, Project Announcement, Preliminary Service Catalog**

2. **Questionnaire.** In advance of our onsite assessment work, we will develop and distribute a brief, web-based questionnaire to all staff in the Division of Business Affairs. The purpose of this questionnaire will be to help understand the IT services provided and used by the Division.
3. **Onsite Interviews and Focus Groups.** Our team will visit the University to interview IT staff, Business Affairs stakeholders, and key ITS personnel, including the CIO. The onsite visit will also include a meeting with the IT Advisory Committee and a town hall meeting open to all Business Affairs staff.
4. **Division-wide Assessment of Current Services and Needs.** We will analyze potential gaps in service delivery and areas where changes or alternative approaches may be warranted. Based on our analysis, we will develop an assessment of current IT services that addresses the questions described in the project scope (see page 5) and provides the Division of Business Affairs with guidance to inform decisions about future services and functions. We will also benchmark the Business Affairs' Divisional IT services, functions, and procedures against best practices in higher education.

We will share a draft of the assessment report with the Project Advisory Committee for feedback.

❖ **Project Deliverable. Division-wide Assessment of Current Services and Needs**

5. **Map and Define Optimal Organizational Design for Divisional IT.** Building upon the Assessment of Current Services and Needs, we will develop a Roadmap for IT Staffing in Business Affairs. The roadmap will describe:
  - How best to deliver IT services by the Division of Business Affairs with specific recommendations for which services should be delivered at the local, central, or external level (please see Appendix E of the IT Master Plan – Guide for IT Service Delivery)
  - Roles and responsibilities of Divisional distributed IT staff to optimally align with recommended IT service delivery

- Recommended “should be” organizational design of Divisional distributed IT staff that considers how best to meet the needs of the University and the Division of Business Affairs in particular
  - Processes for evaluation and assessment of IT staff to provide UNC Charlotte with a repeatable methodology that the IT community can replicate going forward
  - ❖ **Project Deliverable. Updated Draft of Division-wide Assessment of Current Services and Needs, including recommendations for Optimal Organizational Design for Divisional IT.**
6. **Meet with Project Advisory Committee.** We will meet with the Project Advisory Committee to discuss project deliverables and gain input on the change management plan.
  7. **Develop Change Management Plan.** Building upon the Updated Draft of Division-wide Assessment of Current Services and Needs, we will develop a Change Management Plan that provides the University with an appropriately detailed action plan to enact change. This Change Management Plan will address changes that should be made to:
    - IT personnel within Business Affairs
    - how IT services are delivered from ITS to Business Affairs
    - improve the current business processes supported by IT personnel
    - existing technologies supported by IT personnel to strengthen operations
  - ❖ **Project Deliverable: Division-wide Assessment of Current Services and Needs, including recommendations for Optimal Organizational Design for Divisional IT and Change Management Plan**
  8. **Onsite Presentation of Project Outcomes.** We will visit campus to present project outcomes and lessons learned with the project work group and the Advisory Committee. The intent of this work session will be to evaluate strengths and weaknesses in the approach and outcomes that can be improved in order to create a repeatable methodology for the University.

### Key Project Stakeholders

Position	Name	
<b>UNC Charlotte Project Sponsor</b>	Elizabeth Hardin, Vice Chancellor for Business and Finance	
<b>UNC Charlotte Project Manager</b>	C.E. Pierce	
<b>UNC Charlotte Project Work Group</b>	Elizabeth Hardin David Tobelman Chris Bates	Hank James Christy Jackson

Position	Name
<b>BerryDunn Project Manager</b>	Vienna Morrill
<b>BerryDunn Team Members</b>	Clint Davies Lindsay Spain David Houle

### Project Advisory Committee

The Advisory Committee will work with BerryDunn throughout the project. Advisory Committee members should bring a both a Business Affairs and campus perspective. A list of Advisory Committee team members is included as **Appendix B**.

Expectations of the Advisory Committee include the ability to:

- Prepare for meetings by reviewing materials and providing feedback to BerryDunn
- Actively participate in scheduled committee activities when appropriate
- Communicate with colleagues and share information back to Advisory Committee members and BerryDunn on a regular basis
- Commit adequate time to committee efforts during the project.

The Advisory Committee lead will serve as a point person for the committee and will help make sure that the right issues and topics are being addressed. Other responsibilities include assisting in the coordination of activities and associated logistics for meetings identified in this document and communicating with the BerryDunn team and executive sponsor.

The Advisory Committee will meet both in-person and virtually during this engagement. Meetings are estimated to require one to three hours each. The following days and weeks have been targeted for meetings and others may be required:

- Tuesday, March 8<sup>th</sup> - conference call
- Thursday, March 17<sup>th</sup> – onsite meeting
- Week of May 2<sup>nd</sup> – TBD
- Week of June 6<sup>th</sup> – target the 9<sup>th</sup> (alternate would be week of June 13th)

### Project Assumptions

- Critical to the success of this project will be active participation by designated project participants
- BerryDunn will receive requested materials in a timely manner
- Project stakeholders will be available for interviews and will be prepared for interviews
- BerryDunn will have sufficient access to requested information that will inform our recommendations and the development of project deliverables
- Self-reported data from UNC Charlotte, the division of Business Affairs, the Information Technology Services department is accurate and complete as possible

- Stakeholders from Business Affairs understand the purpose of this project and will be notified prior to any meetings with BerryDunn

### Project Schedule Estimates

The table below presents an estimated schedule for completing this engagement and the tasks described in the detailed work plan.

**Table 1: Project Schedule**

	2016				
Project Part	Feb	March	April	May	June
Project Initiation and Visioning					
<b>Part One:</b> Detailed, Division-wide Assessment of Current IT Services Offered by Business Affairs' Distributed IT Units					
<b>Part Two:</b> Division-wide Needs Assessment					
<b>Part Three:</b> Map and Define and Optimal Organizational Design for Divisional IT					
<b>Part Four:</b> Change Management					

## Appendix A | Communications Matrix

The following table provides an overview of the types of written communications BerryDunn plans to utilize to engage the UNC Charlotte community. The “RACI”<sup>1</sup> model has been used to identify responsibilities.

Type of Communication and Frequency	BerryDunn Project Team	UNC Charlotte Project Manager	UNC Charlotte Project Sponsor	UNC Charlotte Advisory Committee	UNC Charlotte Stakeholders and Interviewees
	Clint Davies Vienna Morrill Lindsay Spain David Houle	C.E. Pierce	Beth Hardin	See Appendix B	Includes Campus IT and Users of IT services
<b>Project Announcement</b> <i>February 2016</i> Business Affairs announcement of the project to make stakeholders aware of the desire to have them engaged and participate.	Responsible <sup>2</sup>	Consulted	Accountable <sup>2</sup>	Informed	Informed
<b>Meeting Invitations</b> <i>February/March 2016</i> Invitation to participate in onsite interviews/focus groups. Will include interview topic outline.	Accountable	Responsible	Consulted	Informed	Informed
<b>Town Hall Announcement</b> <i>February/March 2016</i> Announcement of town hall and invitation to attend.	Accountable	Responsible	Consulted	Informed	Informed
<b>Post Onsite Visit</b> <i>March 2016</i> Communication that interviews have been completed and information about next steps.	Responsible <sup>2</sup>	Consulted	Accountable <sup>2</sup>	Informed	Informed

<sup>1</sup> The RACI model is built around a simple 2-dimensional matrix which shows roles. Involvement can be of different kinds: Responsibility, Accountability, Consultancy or Informational (hence the RACI acronym).

**Responsible** - the person or people responsible for getting the job done

**Accountable** - ownership of quality and end result of process, one person must be accountable for each activity

**Consulted** - involvement through input of knowledge and information

**Informed** - receiving information about process execution and quality

<sup>2</sup> BerryDunn will draft communication language. Communication will be issued by Business Affairs.

Type of Communication and Frequency	BerryDunn Project Team	UNC Charlotte Project Manager	UNC Charlotte Project Sponsor	UNC Charlotte Advisory Committee	UNC Charlotte Stakeholders and Interviewees
<b>Leadership Communication</b> <i>May 2016</i> Description of project outcomes and implications for BA and future work across the University	Responsible <sup>2</sup>	Consulted	Accountable <sup>2</sup>	Informed	Informed
<b>Project Conclusion/Town Hall Invitation</b> <i>May/June 2016</i> Invitation to learn about project outcomes	Responsible <sup>2</sup>	Consulted	Accountable <sup>2</sup>	Informed	Informed
<b>BerryDunn Status Reports</b> <i>Monthly</i> Monitor project progress and schedule, as well as identify and manage issues and risks.	Responsible	Accountable	Consulted	Informed	Informed

## Appendix B | Advisory Committee

The following table provides a list of Advisory Committee members, including name, title, and division/unit.

Name	Title
Paul Forte	Associate VC for Finance
Hank D. James, Jr.	Associate VC for Risk Management, Safety, and Security
Keith N. Wassum	Associate VC for Business Services
Gary Stinnett	Associate VC for HR
David Tobelman	Director of Technical Operations and Planning
Phillip M. Jones	Associate VC for Facilities
Trey O'Quinn	Director of Administrative Policies and Procedures