

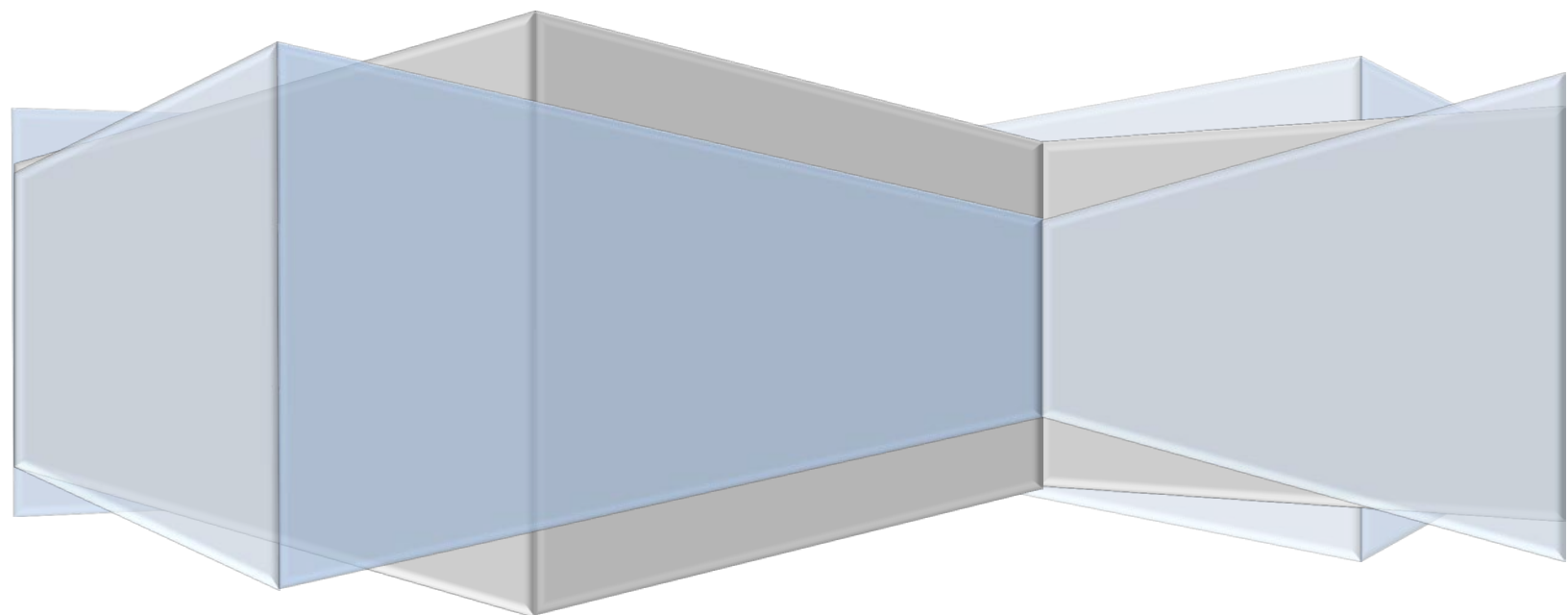
Indiana University

Student Services Initiative

Project Charter

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STUDENT SERVICES INITIATIVE PROJECT CHARTER

Project Overview

Indiana University completed an institution-wide, inclusive benchmarking project in order to assess administrative activities in human resources, payroll, student services, marketing, and the Bloomington physical plant operations. The benchmarking effort involved collecting data on the staff mix, transaction volumes, quality indicators, and cost drivers for these areas. Data were also collected through interviews with leaders across IU and an online survey. The benchmarking data were intended to enable the university to evaluate current operational processes and to assess efficiency and effectiveness in the areas studied.

The benchmarking review included the range of student services. Accenture reported to the IU Trustees that costs for personnel in student services total \$95 million and estimated additional non-compensation costs of \$20-\$30 million. The benchmark data show a total of 1,572 FTE employees (2,693 individuals) who perform these activities as all or part of their duties. Direct benchmark comparisons among student services units in similarly structured universities were unavailable, so Accenture used savings experience in comparable functions of other enterprises to arrive at estimates of potential savings. Accenture estimates Indiana University would save \$6 million with a university-wide imaging system and another \$14.7 million through implementation of a shared services model for student services. Accenture reasoned that realization of these savings could begin in 2012-13.

IU Trustees received the report on April 14, 2011. The administration announced that a student shared services model will be implemented at Indiana University to increase customer service, to make use of best practices, and to reduce operating costs through increased efficiency. President McRobbie has made the Student Services Initiative project (SSI) a top priority for Indiana University.

What Is “Shared Services”?

Since “shared services” is the driving principle behind this project, it is important to outline at the beginning what we mean by that phrase. There are two primary characteristics that distinguish between shared services and traditional models of centralization:

1. Defined and detailed Service Level Agreements between the Shared Service Center and its customers establish mutual expectations for quality and service with both parties working toward the same goal.
2. Robust communications that enable and encourage stakeholders and customers to voice their views, thorough consultation, and establishment of mutual expectations of service.

The overall objective is a set of processes and commitments that can deliver continuous improvement, providing better service at lower costs.

Guiding Principles

- The SSI project will work to meet savings targets presented by Accenture to the IU Board of Trustees. Those targets will be the goals of the project.
- Students, faculty, and other customers of student services will not see quality of service reduced through implementation of a shared service model.
- Enhanced service through the development of a one-stop shop model will be implemented to the extent possible.
- Strategic policy and individual decisions involving the recruitment, retention, and academic advising of students are determined by each campus. Face-to-face customer service is also the province of each campus, and it will be supported through the shared services model.
- Enhanced student service and business process improvements through system development projects will be coordinated through SES.
- Functional system management, support of the student system, and some business process work will be managed by SES through a shared service model for all campuses.
- Operational business process management is provided using a shared services model to ensure optimal service to students. Best practices are reviewed and implemented for student service, efficiency, and compliance.
- SIS training and business process redesign will be coordinated by SES staff.

Operational Objectives

- Student services will move from a localized to a shared services model to make use of best practices and technology while removing process duplication. The project will streamline and rationalize business processes using a shared services design for improved customer service while reducing operating costs.
- Campuses will use shared tools, processes, and services to pursue individually determined academic and enrollment goals and strategies.
- A new student services organizational structure for SES and the campuses will be implemented under the shared services model.

Management and Communication Structure

- The executive sponsor of the Student Services Initiative is John Applegate, Executive Vice President for University Regional Affairs, Planning and Policy. Jim Kennedy, Associate Vice President of SES will be the project director. AVP Steve Keucher will be the deputy director and assist AVP Kennedy with project responsibilities.
- Laurie Sullivan and Jenny Stephens will be co-project managers. Laurie will lead the business process review for the admissions, records, and advising modules. Jenny Stephens will lead the business process review for SIS financial modules.
- There will be co-leads from SES and the campuses who will direct the functional project teams. In addition, each project team will draw on subject matter experts from the campuses.
- Functional co-leads and team members will be assigned by the project leadership team.
- A nine member project advisory council, consisting of three enrollment officers, three finance officers, and two academic vice chancellors and a vice provost, will be formed. In each group of three, IU Bloomington, IUPUI, and a regional campus will be represented.

- Resources will be assigned to the project to facilitate communications.
- Project management will consult regularly and in detail with the advisory council but final decisions on unresolved issues rest with the project director in consultation with the executive sponsor.


Overall Project Schedule

We will have three major phases to the project:

1. A high-level design phase where the project team will prepare business process inventories, initial analysis of how those processes will be split between the campuses and the shared services organization, and a strategic-level design for what the new shared services organization will look like and how it will work. This phase will also include preparation of a preliminary implementation plan.
2. A phase to gather University-wide feedback on the high-level design, to revise the design in response to the feedback, and to plan for the detailed design and implementation.
3. The final phase (which will likely comprise several “waves” of implementation) for more detailed design, implementation, and deployment of the new shared services delivery model for student services across the University.

The schedule for these three phases is depicted below;

	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Phase 1 - High-Level Design									
Phase 2 - University Feedback/Revision & Phase 3 Planning									
Phase 3 - Detailed Design & Implementation									



Project Phases

Phase 1 – High-Level Design

During this phase, the project team develops the operating model for how student services will be delivered across the University in the future, as well as developing the initial business case for anticipated costs and savings associated with the new operating model. It sets the stage for the rest of the project. There are several “streams” of work for this phase:

- Business process review and design
- SES service delivery model - includes analysis of campus-specific service delivery processes
- Initial business case
- Campus one-stop shop design review
- Systems to support student services with a focus on standardization

The specific outputs of Phase 1 include:

<p>1. Operating Model</p>	<p>The shared services operating model is the defined “To-Be” state including high level process, organization and technology vision; changes from current environment; service center locations (general) and size; process splits between campuses and shared services center(s).</p> <p>Key components include:</p> <ul style="list-style-type: none"> • Shared services vision and guiding principles • High level org / reporting structure considerations • Governance approach (outlining decision responsibilities, committee structure, meeting schedule) • SS roles vs. campus roles, handoffs (Process Responsibility Matrix) • Service Management Framework (e.g. decisions regarding use of SLAs, performance metrics, contact center, inquiry management,) • Location, facilities and infrastructure considerations • Enabling technology requirements
<p>2. Initial Business Case</p>	<p>Estimate budget savings opportunities and productivity improvement opportunities. Also estimate implementation costs to create a projection of payback to the University.</p>
<p>3. Implementation Plan</p>	<p>A plan to implement the new operating model focused primarily on the sequence of major implementation phases, or “waves”.</p>

Phase 2 - University Feedback/Revision and Phase 3 Planning

During this period, the project team will circulate the proposed operating model around the University community to gather feedback and suggestions for change. The team will use the results of those discussions to develop more-detailed plans for implementation, which will start in January, 2012. The project team will develop a more detailed schedule of presentations and meetings for this “feedback period” toward the end of Phase 1.

Phase 3 – Detailed Design and Implementation

During this period, the project team in conjunction with functional teams will undertake all the activities required to implement the operating model developed in Phase 1. This work will include the following activities, as well as others:

1. Conduct more-detailed business process redesign sessions for all identified student shared services and compile recommendations for best practices, improved service, and increased efficiency.
2. Determine process gaps that require technology enhancements and prepare specifications.
3. Review and implement one-stop shop concept for all campuses.
4. Finalize the operating model drafted above, develop a long term organization structure, and fill out staffing levels for shared services consistent with the model.
5. Deploy the shared services model.

Additional staff from SES and campus offices will be identified to assist with this phase of the project. We currently expect this phase will run through mid-2013, and that the implementation will actually be done in “waves” to be defined at a later time.

Communication Plan

The project will seek to communicate regularly within the project and to university audiences – especially affected employees – with timely and accurate information about progress and plans, as follows:

Communicating the details of the shared services project and timeline

- What is a shared services model?
- How will the shared services model affect the IU community?
- What are the tasks the project teams will be completing?
- When will the changes begin to affect administrative and academic units, schools, and departments?

Shared Services Project Website

- Monthly/quarterly status reports are posted for IU community
- Project Team structure, membership
- FAQ – Shared Services overview, timeline, etc.
- Project Plan, Scope Documents

Communication Audiences

- The communication audiences outside the project team are divided into two groups: internal communications to the student service stakeholders (i.e. student service council members, academic committees, etc.), and communications to the general IU community. Within each of these key groups, different areas, at varying levels, have been identified as requiring distinct communications relative to their roles and the relative impact of the changes on these roles.

IU Student Services Community

- Shared Services Project information is shared on a monthly/quarterly basis with representatives from all campuses that participate in the Student Service Councils and other committees as needed

General IU Community

- The Project Management team communicates with the IU Community using various processes depending on the group and the message. When dealing with the external communications, the message is focused on the high level timeline and impact information. The detail project information is reserved for the internal communications.
 - If necessary, a communication distribution tree is used to forward general project communications to the following IU constituencies outside the project team:
 - VPs, Provost and Chancellors, Deans, Directors and Chairs
 - Enrollment Officers
 - Campus Student Service Offices
 - Faculty Lists
 - University Administration