PROJECT CHARTER DOCUMENT

Project Name: **Bridgewater College Ellucian Guidance Group (BCEGG)**

Focus Area: Ellucian Product Suite

Product/Process: Ellucian Colleague, Retention, Recruiter, SQL Migration, Synoptix, Portal, Business Objects, Technical Training, Best Practice Training

Prepared By

Document Owner(s)	Project/Organization Role
Lorna Saunders	Project Manager
Connie Minnick	Manager of Administrative Information Systems
Vikki Ingram	Director of Human Resources
Dawn Dalbow	Director of Institutional Research
Cynthia Howdyshell-Shull	Registrar
Jarret Smith	Director of Admissions
Samantha Floyd	Programmer/Analyst

Project Charter Version Control

Version	Date	Author	Change Description
V 1.0		BCEGG	Document created – May 2012

TABLE OF CONTENTS

1 PROJECT CHARTER PURPOSE

The project charter defines the scope, objectives and overall approach for the work to be completed. It is a critical element for initiating, planning, executing, controlling and assessing the project. It should be the single point of reference on the project for project goals and objectives, scope, organization, estimates and budget. In addition, it serves as a contract between the BC Ellucian Guidance Group (BCEGG) and the president's council, stating what will be delivered according to the budget, time constraints, risks, resources and standards agreed upon for the project.

2 PROJECT EXECUTIVE SUMMARY

2.1 Mission

The effective use of information technology inside and outside the classroom is a strategic imperative of Bridgewater College (the College). The Ellucian Action/Implementation Plan is intended to enhance the services provided to students, faculty and staff, by implementing new system features and capabilities, as well as improving on existing utilization of the system, and related business processes.

2.2 Scope

The **scope** of this project includes:

Phase 1 Engagement
- Custom Code Analysis for all applications (Determine what can be eliminated because of new Base product enhancements)
- Implementation of Recruiter
- Windows Server Migration
- Application Reviews
  - Core Data (Includes Student Life)
  - Recruitment/Admissions
  - Financials
  - Financial Aid
  - Registration and Records
  - Accounts Receivable and Cash Receipts
  - Human Resources and Payroll
- Synoptix Financial Reporting Implementation
- Portal and Integrated Learning Platform (ILP)
  - Employees first, then Students

Phase 2 Engagements
- Retention Alert Module Implementation
- Reporting and Operating Analytics
- SQL Migration

Building One Team:
Ellucian Project Manager and Territory Manager will partner with the BC Ellucian Guidance Group to implement a project management governance process that will facilitate planning, execution and reduce the risks associated with implementation of programs of this magnitude.

2.3 Stakeholders/Clients:

- Faculty
- Administration
- Staff
- Board of Trustees
- Students
- Alumni
- Outside Vendors
- Advancement
- Federal/State Reporting Agencies
- Church of the Brethren
- Prospective Students
- Parents
- Media

2.4 Teams Roles and Responsibility:

- Team member roles and responsibility
    1. Remain positive and optimistic (not only words but tone and body language)
    2. Feel confident in what you're sharing
    3. Attend ALL meetings
    4. Keep client site up to date
    5. Document all procedures
    6. Participate in training and consulting
    7. Complete tasks assigned by consultants and team leaders
    8. Participating in testing and live simulations
    9. Develop internal training materials
    10. Conduct training for other staff

- Team Leads Roles (in addition to member roles listed above)
    1. Be technologically sound in what you expect your team to do/learn
    2. Coach/Counsel/Reward/Encourage your team
    3. Ensure implementation progress and success
    4. Schedule and lead team meetings (send out advance agenda)
    5. Attend ALL BCEGG meetings (be prepared to share sub team updates/demos)
    6. Manage consultant recommendations and next steps
    7. Facilitate testing and live simulations

8. Manage Teams Issue Log
9. Identify hand-offs to other areas
10. Frequent communications with marketing
11. Document procedures
12. Define members of your subcommittee

- Team Leaders
    1. Financials – Mary Beth Schwab
    2. Student/Faculty/Registrar – Lee Williams/Cynthia Howdyshell-Shull
    3. Human Resources – Vikki Ingram
    4. Admissions/Recruiter – Jarret Smith
    5. Financial Aid – Scott Morrison
    6. Student Life – Crystal Lynn
    7. Core – Dawn Dalbow/Jeff Fike
    8. Reporting – Dawn Dalbow
    9. Portal – Crystal Lynn/Vikki Ingram

2.5 Team Norms:

- Meetings will be held every other week, as long as there are agenda items
- Meetings will begin at 8:30 a.m. – should typically last one hour
- Attend all possible meetings
- No representatives from areas/departments will be sent to the meetings in your absence
- Any committee member can submit agenda items
- Project manager will send out agenda – in advance of the meeting
- Meeting notes will be taken by a non-voting third party
- Decisions are made following candid discussions
- Decisions will be made through voting (see below for agreed-upon voting)
- Once decisions are made, all committee members will support the decision and "own" it – no campus or community discussions regarding the decision other than a show of full support
- Committee members will stay well informed. If a meeting is missed, it is up to the committee member to keep up to date on all discussions and decisions
- What happens in the meeting stays in the room; everyone is in agreement once they leave the meeting (as far as the outside community is concerned). Communications with the campus reflect the group consensus and will be presented in a positive manner

2.6 Voting Process:

- It was agreed that the committee will use consensus for decision making, however if consensus cannot be reached:
    - Must be understood that decisions may not be what an individual may choose, but the group is looking at what is best for the overall campus community

- ▪ Project manager has the deciding vote if there is a deadlock among committee members
- ▪ Once the meeting is over, all committee members will fully support the decision in order for the group and campus project to be a success
- • All BCEGG denials can be appealed to an area vice president. The vice president will hear the request and determine if the appeal goes to the president's council for consideration.

2.7 Project Team Organization

- • "Team" approach (see figure below).

Project Charter Members

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                        │    INTERIM PRESIDENT     │
                        │   Roy W. Ferguson Jr.    │
                        └─────────────────────────┘
                        ┌─────────────────────────┐
                        │   PRESIDENT'S COUNCIL    │
                        │       Anne Keeler        │
                        │     Carol Scheppard      │
                        │       Reggie Webb        │
                        │       Bill Miracle       │
                        └─────────────────────────┘
                        ┌─────────────────────────┐
                        │     PROJECT MANAGER      │
                        │      Lorna Saunders      │
                        └─────────────────────────┘
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PROJECT MANAGEMENT TEAM - BCEGG

Connie Minnick	Cynthia Howdyshell-Shull	Kristy Rhea
Dawn Dalbow	Vikki Ingram	David Richard
Alan Eby	Crystal Lynn	Mary Beth Schwab
Jeff Fike	Scott Morrison	Jarret Smith
Samantha Floyd	Abbie Parkhurst	Lee Williams

CORE DATA TEAM

Team Leaders:
Dawn Dalbow
Jeff Fike

FINANCIALS TEAM

Team Leader:
Mary Beth Schwab

FINANCIAL AID TEAM

Team Leader:
Scott Morrison

ADMISSIONS RECRUITER TEAM

Team Leader:
Jarret Smith

HUMAN RESOURCES TEAM

Team Leader:
Vikki Ingram

PORTAL TEAM

Team Leaders:
Crystal Lynn
Vikki Ingram

STUDENT LIFE

Team Leader:
Crystal Lynn

STUDENT FACULTY REGISTRAR TEAM

Team Leaders:
Lee Williams
Cynthia Howdyshell-Shull

REPORTING

Team Leader:
Dawn Dalbow

SQL MIGRATION

Team Leader:
Connie Minnick

2.8 Approach:

Work plans will be established for projects within the Ellucian Action/Implementation Plan. These plans will be prioritized and attached to a Program Level plan that allows rollup and aggregate program analysis during the lifecycle of the program.

Individual projects may require their own respective team meetings and schedules, but will be monitored and reported upon as part of the overall program. BCEGG team members will be working with Ellucian subject matter experts as the specific activities of each project are undertaken.

Regular team status reviews will be performed. Monthly executive budget reconciliation and project health reports will be produced and reviewed with the BCEGG Team.

2.9 Risk Management:

The Ellucian Project Manager will work with the BCEGG, to ensure that progress is being made per established plans and costs. It is the Ellucian Project manager's responsibility to remove obstacles to progress that are within their control, and to escalate those situations to the president's council with recommendations to mitigate risk.

2.10 Custom Software Approach:

The College has discussed the need to eliminate "Custom Software" and revert back to a vanilla Colleague software solution without customizations. Custom programs in the current system have resulted in system update delays and difficulties in implementing new Colleague functionality such as the new User Interface. The decision has been made to eliminate customizations to enable the College to take best advantage of new functionality as it becomes available and to manage operating costs.

The College recognizes this change will require staff to rework processes and find ways to utilize the system without the customizations currently in use; Ellucian will provide consulting support and training to help find alternative ways to accomplish the desired functionality without customization.

The College recognizes that there are some configuration and setup items that could be confused with the "Custom Software" that has been restricted in future Colleague environments and referenced in this document. The following definition is offered to clarify the meaning of the term "Custom Software" as it relates to future Colleague environments at the College. The definition for the College "Custom Software" follows:

"Custom Software" shall be defined as any software that alters the normal operation of a Colleague module as described by the module documentation located on the Ellucian Client website, developed locally or outside Ellucian, Systems Development Division, or any software not supported by Ellucian, and installed in

the Colleague system that potentially interferes with the normal implementation of Ellucian delivered System Updates."

All custom non-delivered Ellucian processes or enhancements shall require the approval of BCEGG and the president's council. The process for obtaining "Custom Software" functionality change authorization will utilize the "***Colleague Customization Request***" and "***Colleague Customization Specifications***" web forms that are associated with the College's Smartsheet project management tracking.   Any denial of customization requests by the BCEGG may be elevated to the area vice president who may choose to present the request to the president's council. The president council's decision will stand.

Utility subroutines intended to calculate institution or state specific regulations that follow Ellucian guidelines for use in computed columns, print subroutines, procedures, rules or designated subroutine hooks may be used following the approval of the BCEGG team.

3   PROJECT SCOPE

3.1 Goals and Objectives:

Note: Measures of the proposed goals will be maintained in a separate document. Achievement of the proposed goals and objectives will be updated monthly and an up to date copy of the progress of these goals will be kept with this project charter.

GOAL	OBJECTIVE	PROJECT(S)
Optimal use of existing (June 2012) Colleague solutions	Business processes that utilize delivered functionality with minimal customizations resulting in a streamlined upgrade/patch process	Review of current customizations • Create documented list of all current customizations (IT) • Evaluation of current customizations and recommendation for replacement with delivered functionality, alternative solutions, elimination, or retention
	Improved and streamlined business processes that make full use of available Colleague solutions	• Application Reviews and business process analysis in all areas • Data cleansing
Physical resources (hardware) that facilitates the most efficient use of Ellucian products	Improved performance for Colleague and Informer processes, which is achieved via virtualization and separation of production from all other environments and redundancy/disaster recovery	Server migration to Unidata on Windows
	Industry-standard relational database server (SQL) that enables use of industry reporting and database management tools, increases the pool of potential	SQL server migration

GOAL	OBJECTIVE	PROJECT(S)
	employees, and improves database performance	
Enhance technology services in accordance with *BC 2020* Strategic Priorities and budgetary constraints through implementation of additional/new solutions	Improved recruitment and application management process that eliminates inefficiencies (such as manual data entry) and improves and automates communications.	Implementation of Recruiter
	Fully integrated information access experience for applicants, students, faculty and staff and improved campus communications and collaboration	Implementation of the Campus Portal
	Fully integrated information access experience for parents	Implementation of Parent Portal
	Fully integrated student learning and co-curricular experience. Registered students will have instant access to all online course materials and mobile access to course information.	Implementation of Integrated Learning Platform (ILP)
	Improved efficiency in compiling financial statements and reports (replacing time-consuming compilation of reports in Excel)	Implementation of Synoptix
	Improved and automated tracking of *students of concern* that will lead to more timely and useful interventions and improved retention and graduation rates	Implementation of Retention Alert
	Streamlined and standardized reporting process using Ellucian's Reporting and Operating Analytics with access to industry-standard dashboards that will provide dynamic and timely information for strategic decisions	Implementation of Reporting and Operating Analytics

GOAL	OBJECTIVE	PROJECT(S)
Employees that are proficient in the use of Colleague solutions, up-to-date with the latest software enhancements, and in compliance with College standards	Implementation of a comprehensive training and refresher program that maximizes the cost-benefit of available resources.	Evaluation of available resources from Ellucian, other outside sources, and in-house expertise and creation of a comprehensive training and refresher program • Evaluation of training resources available from Ellucian and cost analysis • Continue to invest in conference attendance • Consideration of partnering with other Ellucian clients to share costs for on-site training • Cross-training between departments and utilization of in-house expertise

3.2 Deliverables Out of Scope

Changes or additions to established project scope will be managed using formal Change Management procedures. Changes to scope that have no financial impact will be documented as a Memo of Understanding (MOU) and will become part of this charter. Changes to scope with financial impact, will be documented as an attachment to the engagement contract between Bridgewater College and Ellucian. Impact to project priorities, resources and timelines will be communicated as a result of all approved changes.

3.3 Project Scope:

• Implement/Perform the following
  o Server Migration to Unidata on Windows
  o Recruiter
  o Portal
  o Integrated Learning Platform
  o Synoptix Financial Reporting
  o Retention Alert
  o Reporting and Operating Analytics
  o WebAdvisor Workflows for Approvals and Request for Payment
  o SQL Migration
• Application Reviews and Business Process analysis in all areas of the campus using Colleague
  o Financial Aid

- o   Human Resources
- o   Registration and Records, including E-advising
- o   Core Data and Functions, including Student Life
- o   Finance and Accounts Receivable
- Customization Inventory, Review and Analysis
- Staff and Faculty Training

4   PROJECT ASSUMPTIONS

- Projects will be planned and tracked at an activity level with established work estimates. Durations will be established based upon the availability of resources at Bridgewater College.

- The Ellucian Project Manager will make every effort to ensure that the activities in the College business calendar are understood, and that the planned project activities are scheduled in accordance with those college activities.

- It is the responsibility of the Ellucian Project Manager(s) and the BCEGG to ensure that progress is being made per established plans and costs, to remove obstacles to progress that are within their control, and to escalate those situations to project sponsors with recommendations to mitigate risk.

- The president's council will be the functional owner of the Ellucian Action/Implementation Plan and will be the final authority on system scope changes and problem escalation. Team leads will update the project manager on a monthly basis and the project manager will report this information including timeline and progress back to the president's council.

- The standardization of data and evaluation of current customizations will allow projects to be planned and completed to enhance daily productivity, improve campus communication and satisfaction, and result in good procedural documentation and better training.

5   PROJECT COMMUNICATIONS

Campus Communications Plan:

Information pertaining to BCEGG can be found on the Faculty and Staff page of the Bridgewater College website. BCEGG worked with marketing and communications to help brand the page. There are monthly meetings to provide updates, which include faculty, staff, Bridgewater Users Group (BUG) and the Campus Communications group. Each team sends monthly updates/progress reports to the communications group. There will be question and answer sessions on upcoming implementations for faculty, staff and students. Students can also view information from the Daily Eagle.

6   PROJECT TEAM ORGANIZATION

Project Team	Project Team Member(s)	Responsibilities	Contact Information
Sponsorship	Roy W. Ferguson, Jr. Anne Keeler President's Council	Interim President Vice President for Finance and Treasurer	540-828-5307 rferguso@bridgewater.edu 540-828-5470 akeeler@bridgewater.edu
	Nancy Hughes	Ellucian Territory Manager	Office: 703-261-2224 Cell: 703-795-8807 Nancy.Hughes@ellucian.com
Client Success	Gayle Jaacks	Ellucian Associate Vice President for Client Success	Office: 712-378-2656 Cell: 712-253-2467 Gayle.Jaacks@ellucian.com
Program Management	Lorna Saunders Connie Minnick	Ellucian Project Manager Manager of Administrative Information Systems	Office: 540-828-5765 Cell: 540-448-1052 lsaunder@bridgewater.edu 540-828-5781 540-560-9787 cminnick@bridgewater.edu
Project Management Team Members	**Member Email ID**	**Member Contact Number**	**Project Team(s)**
Dawn Dalbow	ddalbow@bridgewater.edu	540-828-5310	Project Management
Cynthia Howdyshell-Shull	chowdysh@bridgewater.edu	540-828-5313	Project Management
Kristy Rhea	krhea@bridgewater.edu	540-828-5741	Project Management
Vikki Ingram	vingram@bridgewater.edu	540-828-5393	Project Management
David Richard	drichard@bridgewater.edu	540-828-5454	Project Management
Alan Eby	leby@bridgewater.edu		Project Management
Crystal Lynn	clynn@bridgewater.edu	540-828-5356	Project Management
Mary Beth Schwab	mschwab@bridgewater.edu	540-828-5487	Project Management
Lee Williams	lwilliams@bridgewater.edu	540-828-5626	Project Management
Scott Morrison	smorriso@bridgewater.edu	540-828-5376	Project Management
Jarret Smith	jlsmith@bridgewater.edu	540-828-5469	Project Management
Samantha Floyd	sfloyd@bridgewater.edu	540-515-3755	Project Management
Abbie Parkhurst	aparkhu@bridgewater.edu	540-828-5782	Project Management
Jeff Fike	jfike@bridgewater.edu	540-828-5395	Project Management

7   APPROVALS

Prepared by   _____

The BC Ellucian Guidance Group (BCEGG)
Lorna Saunders
Bridgewater College Project Executive Sponsor

Approved by   _____ _____

Roy Ferguson
Bridgewater College Interim President

_____

Gayle Jaacks
Ellucian Project Manager

8   APPENDICES

Appendix A - MOU

Fill in and get approval for the following Memo of Understanding document for changes that do not require new work orders.

ellucian

PROFESSIONAL SERVICES MEMO OF UNDERSTANDING

AMENDMENT TO ORIGINAL CONTRACT OR PENDING ORDER #
DATED XX-XX-XXXX

        Bridgewater College and Ellucian, Inc. ("Ellucian") desire to make changes and/or provide clarification to the above referenced contract OR Pending Order to better align with the project scope. It is understood that the changes outlined below will not impact the total dollar value of the original Agreement. This Memo is subject to the original Ellucian (formerly Datatel) General Terms and Conditions Agreement separately signed.

Date:

Client Name / ID:

Client Contact Name:

Client Phone Number:

Datatel Territory Manager:

Datatel Project Manager:

Describe Changes and/or Provide Clarification to Services:

Describe the requested change:

Describe the rationale for this change:

_____   _____
Client Approval Signature   *Client Approval Date*

    Email signed memo to: clientsalesorders@datatel.com **or Fax signed memo to: 703-968-4564**