Project Charter
Version 1.2 – DRAFT as of 11/13/2012

Project Title: Structure and Operations of Academic Departments

Sponsor: Marty Schimpf
Project Leader: Pablo Coblentz/ Tony Roark

Project Description: This project will assess and improve key work processes in our academic departments, define and assign roles and responsibilities at the department and college level, and provide easy and timely access to the accurate data required to inform decision-making and operations within academic departments. The goal of this project is to provide department chairs with the ability to focus on strategic thinking and program assessment, while department operations are skillfully, effectively, and efficiently managed.

- What is the Challenge?
  - Department Chairs do not have the time to focus on academic leadership, often the result of administrative responsibilities
  - Current business model does not provide the necessary continuity to support department chair turnover

- What is the observable change that will occur as a result of this project?
  - Department Chairs report having time to spend on academic leadership and strategy.
  - Reduction in re-work (due to incomplete and/or incorrect process and/or forms used) and improved cycle time to process administrative transactions
  - Information used to support downstream processing (e.g. payroll, travel and expense reimbursement, budget, purchasing) transmitted within the applicable deadlines, resulting in improved services to customers of these business processes as well as lower cost to the university from reduced off cycle processing
  - Improved accuracy of information used for decision support and analytics as a result of transactions processed accurately and timely

- What activities will the project involve?
  - Developing a template for Colleges / Department to use to submit proposals to evaluate / pilot one of the Support Models identified in the previous bullet item
  - Evaluation of College / Department Staffing Structures (College Level Centralized Support Model, Department Cluster Support Model, Department Level Support Model)
  - Proposal evaluation /approval process
  - Roles and Responsibilities Assessment of Future State Organization Structure
    - Establishing Critical Knowledge, Skills, and Abilities required to perform the work for each position scoped for the new structure
  - Developing an implementation plan that addresses:
    - Establishing Baseline metrics as well as improvement targets and methods for collecting both
    - The Transition Plan to move from the current structure to the new structure
    - Staffing plans to fill the identified positions
    - Training plans where applicable
    - Performing necessary compensation / classification analysis
    - Communication and Change Management

- Who will need to be involved? <What perspectives should be included in the project team? What subject matter experts
will likely need to be consulted?>

- **Key Stakeholders:**
  - Department Chairs
  - Deans
  - Faculty
  - Budget Office
  - University Financial Services
  - Human Resource Services
  - Advising and Academic Advising

- **Extended Stakeholders**
  - Professional Staff Senate
  - Classified Staff Senate

- **How Will We Know the Project is Over? <Will a report be submitted? Will a decision be made? Will a new structure or process be created? Will there be a “hand-off” to another group?>**
  - Academic Department Support Model is implemented and performance measures ownership is handed off
  - Post implementation review (3 to 6 months post implementation demonstrates performance measures support success of the changes implemented)

- **How will we know if the project has been successful? <What measures can be used to determine success of our project? If applicable, what targets do we hope our project will achieve?>**
  - Baseline and improvement goals will be established during the implementation – a post implementation review will occur approximately 3 to 6 months form the implementation date to evaluate actual results against goals set at implementation
  - Deans / Department Chairs report improved capacity to focus on academic leadership (actual KPI’s to be defined during the implementation planning phase)

### Project Scope

*Provide an initial definition of the boundaries of the project so that it is clear to all involved what key elements *will be included in the project and what elements *will not be included, and therefore where we will and we will not spend our time and energy. Use the table (as applicable and as helpful) to address specific categories of scope.>*

**Broad description of what is and what is not in the scope of the project:**

- **In Scope:**
  - Defining the Role of a Department Chair (adapted to the support model implemented)
  - Analyzing and defining the administrative support roles (jobs) necessary to support the recommended support model(s) to include defining the Knowledge, Skills, and Abilities required to perform the work and performing the compensation / classification work to value the jobs/positions
    - Includes evaluation of the type and complexity of work performed on a department by department basis
  - Analyzing and recommending the staffing level needs based on agreed upon criteria

- **Out of Scope:**
  - Defining how Department Chairs are appointed
  - Defining how Department Chairs are compensated
  - Developing / implementing the Academic Leadership Program for Department Chairs
o Identifying the funding sources to support the change in staffing models

Key assumptions and dependencies:

- **OIT Roadmap Projects**
  - Improved tools will be provided to facilitate approvals and routing of information resulting in less paper based transactions, increased accuracy, less delays, and elimination of shadow systems to track routing and status of requests
  - IAAR and the Data Warehouse will provide greater access to information to inform and support College and Department level decision making
  - MyBoiseState portal for Employees, Faculty, Department Chairs will facilitate ease of access and use to key processes and information

<table>
<thead>
<tr>
<th>Categories</th>
<th>In Scope</th>
<th>Out of Scope</th>
</tr>
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<tbody>
<tr>
<td>Processes</td>
<td>• All administrative processes performed at a College or Department level</td>
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<tr>
<td>Tools &amp; Technology</td>
<td>• COEN</td>
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<td>• COAS</td>
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<tr>
<td>Divisions/Units</td>
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<td>Programs &amp; Services</td>
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<td>On-Going Support Structure</td>
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<tr>
<td>Other</td>
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**Key Documents to be Created (to provide a record of our activities)**

- **Standard Documents** (*important to produce for every project*)
  - Project Charter
  - Project Work Plan
  - Communication Plan
  - Retrospective

- **Additional Documents** (*List any documents that you expect produce that are specific to the project you are working on*)
  - Proposal Template for Colleges / Departments use
  - XXXXXX

**Estimated Project Start Date:**

**Estimated Project resources necessary** (*Based on your work plan, what is your high-level estimate for resources necessary for FY13? What ongoing costs do you anticipate in FY14 and beyond to sustain the outcomes of the project?*)

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<thead>
<tr>
<th></th>
<th>Non-personnel $$</th>
<th>New FTE and cost</th>
<th>Existing FTE</th>
<th>Backfill $$ for existing FTE</th>
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<tbody>
<tr>
<td><strong>FY13:</strong></td>
<td>$50k Consultant Support (Pending)</td>
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<td>TBD</td>
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<td><strong>FY14:</strong></td>
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<td><strong>FY15:</strong></td>
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### Potential Project Funding Source(s):

Project has been authorized to use up to $50k of permanent funding to address reclassification needs. Colleges may also choose to allocate salary savings to fund new and/or reclassified positions.

### Will non-team personnel be required? Y / N -- Yes

**If Yes, what resources will be required and for what purpose?**

- OD Consultant to help guide the analysis and design work

### Approved To Proceed

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<tr>
<th>Date</th>
<th>Method (verbal, email, other)</th>
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