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

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<th>Version</th>
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<tr>
<td>V 1.0</td>
<td>BCEGG</td>
<td>Document created – May 2012</td>
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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 FINAL

Project Charter Members

INTERIM PRESIDENT
Roy W. Ferguson Jr.

PRESIDENT'S COUNCIL
Anne Keeler
Carol Scheppeard
Reggie Webb
Bill Miracle

PROJECT MANAGER
Lorna Saunders

PROJECT MANAGEMENT TEAM - BCEGG
Connie Minnick
Dawn Dalbow
Alan Eby
Effe Fike
Samantha Floyd
Cynthia Howdyshell-Shull
Vikki Ingram
Crystal Lynn
Scott Morrison
Abbie Parkhurst
Krisy Rhea
David Richard
Mary Beth Schwab
Jarret Smith
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
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.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVE</th>
<th>PROJECT(S)</th>
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| 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 |
<p>| 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 |</p>
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<tr>
<th><strong>GOAL</strong></th>
<th><strong>OBJECTIVE</strong></th>
<th><strong>PROJECT(s)</strong></th>
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<tbody>
<tr>
<td>Enhance technology services in accordance with BC 2020 Strategic Priorities and budgetary constraints through implementation of additional/new solutions</td>
<td>Improved recruitment and application management process that eliminates inefficiencies (such as manual data entry) and improves and automates communications.</td>
<td>Implementation of Recruiter</td>
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<td>Fully integrated information access experience for applicants, students, faculty and staff and improved campus communications and collaboration</td>
<td>Implementation of the Campus Portal</td>
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<td></td>
<td>Fully integrated information access experience for parents</td>
<td>Implementation of Parent Portal</td>
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<td>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.</td>
<td>Implementation of Integrated Learning Platform (ILP)</td>
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<td>Improved efficiency in compiling financial statements and reports (replacing time-consuming compilation of reports in Excel)</td>
<td>Implementation of Synoptix</td>
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<td></td>
<td>Improved and automated tracking of students of concern that will lead to more timely and useful interventions and improved retention and graduation rates</td>
<td>Implementation of Retention Alert</td>
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<td></td>
<td>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</td>
<td>Implementation of Reporting and Operating Analytics</td>
</tr>
</tbody>
</table>
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
  - Server Migration to Unidata on Windows
  - Recruiter
  - Portal
  - Integrated Learning Platform
  - Synoptix Financial Reporting
  - Retention Alert
  - Reporting and Operating Analytics
  - WebAdvisor Workflows for Approvals and Request for Payment
  - SQL Migration
- Application Reviews and Business Process analysis in all areas of the campus using Colleague
  - Financial Aid
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

<table>
<thead>
<tr>
<th>Project Team</th>
<th>Project Team Member(s)</th>
<th>Responsibilities</th>
<th>Contact Information</th>
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</thead>
<tbody>
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<td>President’s Council</td>
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</table>
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.
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