



Project Governance Model

Fit-Gap Phase



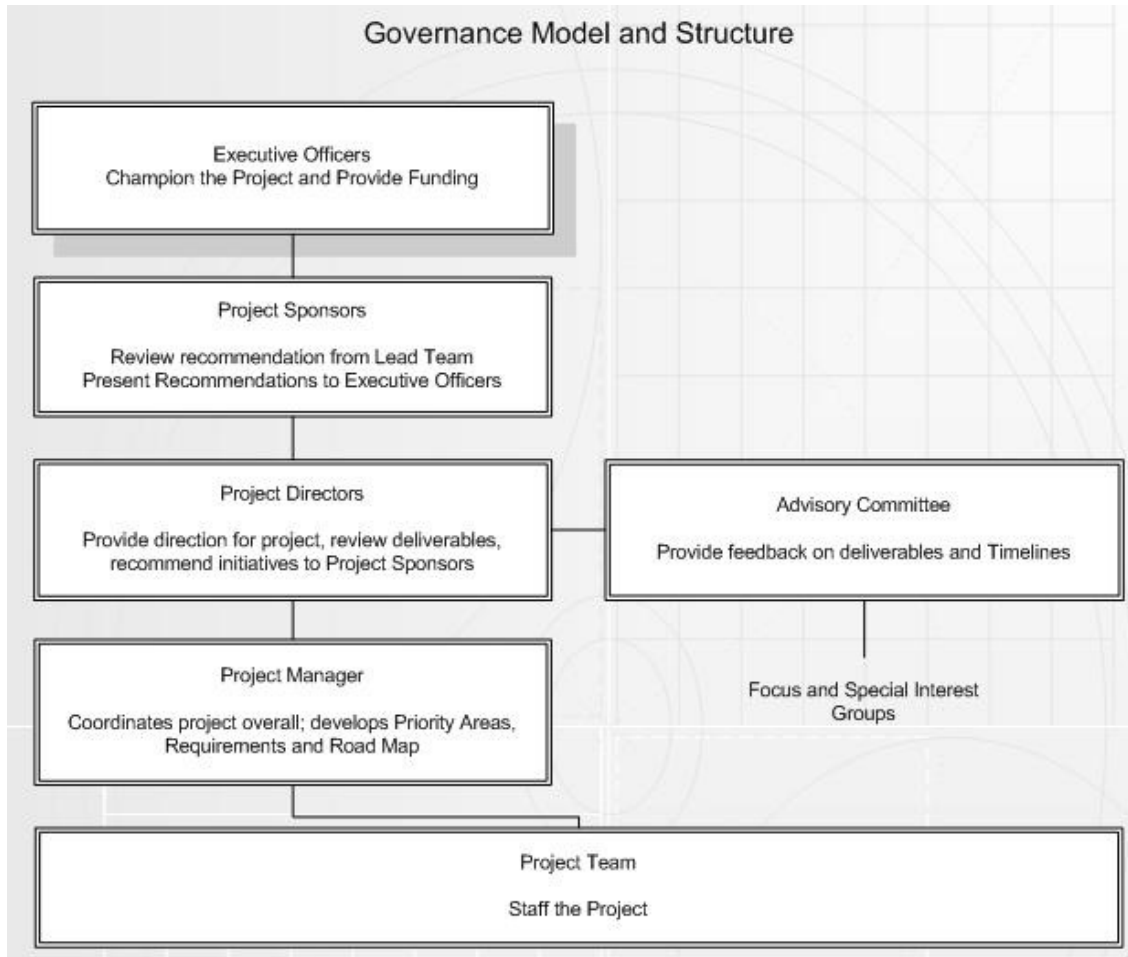
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Governance Model and Structure

The following pages outline the governance model and structure for the project.





Roles and Responsibilities

Executive Officers

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Roles and Responsibilities

- Champion the project
- Provide Funding



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Roles and Responsibilities

- Sponsor the project by providing the Project Directors, Project Team and Advisory Committee the financial and human resources they need to effectively carry out the project.
- Review the priority initiatives recommended by the Advisory Committee and Project Team and attend meeting(s) with Steering Committee and Project Team so they can present the priority initiatives.
- Accept/reject the priority initiatives recommended by the Advisory Committee and Project Team.
- Review and approve substantive changes to the current DAC system that could impact the replacement project.
- Work with Advisory Committee and Project Team to present recommended priority initiatives to the Executive Officers.
- Keep Executive Officers informed of progress
- Accountable for representing and reconciling constituencies viewpoint



Project Directors

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Roles and Responsibilities

- Provide direction to the Project Manager throughout the project
- Approve the detail project plan
- Escalate issues to the project sponsors
- Aid in removing barriers to the project team
- Attend regular meetings with the Project Team throughout the project to discuss progress, next steps and key decisions that need to be finalized before moving forward with the project
- Develop the production support model
- Approve requests for system modifications
- Provide Oversight for project scope, schedule and budget
- Resolve issues across stakeholders
- Oversight of peer institution communications
- Ensure project deliverables meets the needs of the constituencies
- Provide workspace for the project team
- Provide oversight and escalation process for change requests to the current DAC system
- Oversight of the vendor relationship

Meeting Schedule

- The Project Directors will meet with the Project Manager once every week.



Project Manager

Larry Chaffee

Senior Project Manager

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Roles and Responsibilities

- Provide project management leadership.
- Accountable for project deliverables.
- Develop and implement project plan, including tasks, deliverables, milestones, and timelines.
- Manage and coordinate work of Project team including ensuring appropriate training.
- Manage overall system development and implementation effort.
- Coordinate with Schools, Colleges and other units to obtain and assign appropriate resources to contribute to and implement specific tasks, including:
- Coordinate and facilitate system design for the software development life cycle.
- Coordinate development activities around the core system to preserve upgrade paths.
- Develop and implement the change / scope control processes for both the project and for the software system
- Coordinate and facilitate interfaces to other system and departments.
- Coordinate technical resources between current DAC system and replacement system requests and report / escalate competition for resources outside agreed upon framework
- Obtain necessary institutional decisions.
- Coordinate procurement of hardware, software, and services in a timeframe supportive of the project.
- Coordinate the technical architecture development and the implementation of hardware and software infrastructure components to support the project.
- Communicate status and other related information to Project Team and others, as appropriate.
- Present project and related information to internal & external organizations, as appropriate.
- Serve as principal interface with staff to assist with business process re-engineering activities, including process engineering, and support coordination.
- Communication with peer institutions
- Manage the daily relationship with the vendor(s)
- Review and approve charges from the vendor(s)
- Escalate issues to the Project Directors
- Recruits, coaches, counsels employees for success, conducts performance reviews
- Support the web enabled site for providing project information and documents



Project Team

Members

Core Team

- Project Manager
- Technical Lead
- Functional Lead - BSA
- Consulting Partner
- Staff from Office of University Development
- Staff from MAIS Development team
- MAIS Change Management/Performance Support
- Technical Architecture Lead
- Communications Lead

As Needed

- Financial Operations
- MAIS Business Intelligence team - Data Warehouse
- MAIS Human Resource CPU*
- MAIS Student Resource CPU*
- MAIS Financial CPU*
- MAIS Project Management Office: Cathy Curley
- MAIS Shared Services – Help Desk, Access Services, Web Reporting
- MAIS Technical Infrastructure: Michael Daley, Mark Personett, Dave Holzschuh
- Focus Groups/Special Interest Groups

* Primarily needed for Interfaces

Roles and Responsibilities

- Conduct meetings with focus groups to gather their feedback on the processes included in scope of DAC replacement project.
- Develop draft of priority initiatives for Michigan to implement and present to Advisory Committee for review and input.
- Develop initial estimates for implementing the priority initiatives.
- Contact peer institutions who have recently implemented similar initiatives and prepare peer institution summaries as necessary.
- Conduct detailed requirements analysis
- Provide technical and functional expertise



- Lead business process re-engineering activities, including process engineering, training, and support coordination.
- Responsible for issue resolution, contingency planning and barrier identification
- Determine and implement data conversion strategy, application configuration, application infrastructure
- Change Management
 - Recommend / produce product support methodology
 - Recommend / produce performance support methodology
 - Recommend end user communication plan

Meeting Schedule

- The Project Core Team will hold regular meetings every week during the initial Fit-Gap portion of the project.
- Special meetings may be called by the Project Manager during the Fit-Gap portion of the project as required.
- Following the Fit-Gap portion of the project, the regular meeting schedule may be altered by the Project Manager as required.



Advisory Committee

Lead Members

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Other Members

- Project Manager
- Office of University Development (3)
- Schools and College Development Officers (6-10)
- Alumni Association (1)
- School and Colleges (2-3) – Financial
- Office of the Provost (1)
- Health Systems (1-2)
- Financial Operations
- MAIS Financial Team (2) [Pam Fons & Thom Madden]
- Consulting Partner [Blackbaud]

Note that other members may be added periodically depending on stage and subject matter being addressed during the project. It is anticipated that much of this will be done using focus groups for specific topics.

Roles and Responsibilities

- Provide the Project Team with access to Michigan resources for focus groups by encouraging Michigan personnel to meet with the Project Team and by communicating the importance of the project to Michigan personnel.
- Review deliverables and timeline developed by Project Team and provide feedback on a timely basis to ensure project moves forward appropriately.
- Recommend priority initiatives for Michigan to implement as part of project
- Identify potential barriers/challenges



Meeting Schedule

- The Advisory Committee will hold at least one meeting during the initial startup (Kick-off meeting) of the Fit-Gap portion of the project as determined by the Lead Members.
- Special meetings may be called by the Lead Members during the Fit-Gap portion of the project as required.
- Following the Fit-Gap portion of the project, a regular meeting schedule may be determined by the Lead Members as required.
- Review Go/No-Go recommendation at conclusion of the Fit-Gap phase.



Project Participants

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DAC Replacement Project: Governance Model

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DAC Replacement Project: Governance Model

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Communications Plan

| Type of Communication | Methods for Communication | Frequency | Recipients | Assigned To Lead / Collaborators |
|--|---|-----------------------------|---|---|
| Communications with peer institutions. | Phone, e-mail, face to face | Periodic – no set schedule | Project Team Advisory Team Project Sponsors | Brian Dowling Larry Chaffee Debbie Mero |
| Communications with impacted groups regarding this project | Phone, web site, e-mail updates, face to face presentations | Periodic – no set schedule | Development Community Departments Advisory Team | Brian Dowling Larry Chaffee |
| Vendor Communications | Phone, e-mail, face to face, web site | Periodic – no set schedule | Blackbaud Project Directors | Larry Chaffee Brian Dowling |
| Prioritization of RFP Requirements | Document / presentation, web site | One time report for Fit-Gap | Advisory Team Project Team Blackbaud Impacted Enterprise Groups | Brian Dowling Larry Chaffee Project Team |
| Project Plan status and timeline updates | Report with e-mail distribution, web site | Weekly | Project Team Project Directors Blackbaud | Larry Chaffee Brian Dowling Debbie Mero Project Team |
| Project Team Meeting Minutes | Report with e-mail distribution, web site | Weekly | Project Team Project Directors Blackbaud | Larry Chaffee |
| Advisory Team Meeting Minutes | Report with e-mail distribution, web site | Periodic – no set schedule | Project Team Advisory Team Project Sponsors Impacted Enterprise Groups | Brian Dowling Debbie Mero |



| Type of Communication | Methods for Communication | Frequency | Recipients | Assigned To Lead / Collaborators |
|---|--|----------------------------|--|---|
| High Level Project Status Reports | Report with e-mail distribution, web site after internal review. | Monthly | Project Team Advisory Team Project Directors Project Sponsors Impacted Enterprise Groups | Larry Chaffee |
| Project budget / expense reports | Report with e-mail distribution, web site | Monthly | Project Directors Project Sponsors | Lisa VanMeerbeeck Larry Chaffee Debbie Mero |
| Issues, Risks & Mitigations, Changes Report | Report with e-mail distribution, web site | | Project Team Project Directors | Larry Chaffee Brian Dowling Debbie Mero |
| Special situations & escalation issues | Phone, e-mail or face to face | Periodic – no set schedule | Project Sponsors | Brian Dowling Debbie Mero Larry Chaffee |
| Fit-Gap Intermediate and Final Conclusions | Document / presentation, web site | Periodic – no set schedule | Project Team Advisory Team Project Directors Project Sponsors Impacted Enterprise Groups | Larry Chaffee Brian Dowling Debbie Mero Project Team |

NOTE: Communications using regularly scheduled reports are further documented in M108 Project Communications Plan.



Enterprise Model Considerations

The strategic direction agreed upon with the DAC Replacement system will utilize the Enterprise system model. The chart on the following page highlights some of the key factors in using this model. The following points are governance issues that will need to be worked through at the strategic and tactical level during this project. Initial direction for these areas is listed but may be altered as further work is performed in these areas.

- Help Desk Logistics
 - We will be determining OUD interim and long term help desk requirements to drive the direction in this area
 - MAIS Shared Services – Help Desk will assist in the review of requirements and then lay out recommendations based on current Enterprise system models for Help Desk.
- Support and enhancement resources available to the original DAC system during the project
 - As the Replacement project develops, less developer time will be available to support the current DAC system
 - A process for listing and prioritizing DAC system changes and support items will be put together
 - Highest priority items will be worked and other low priority items may need to be delayed or rejected based on resources available.
- Logistics for Business Systems Analysis resources during and after the project
 - This area will need to be addressed as part of the overall Production Support Model to be developed in Phase 2 & 3 of the Fit-Gap
- Methodology for on-going enhancement and upgrades to the replacement system
 - This area will need to be addressed as part of the overall Production Support Model to be developed in Phase 2 & 3 of the Fit-Gap
- Technical and Reporting resources for the Development Community
 - Ad-Hoc reporting will continue to be handled by OUD
 - Refinement of processes, KPI's, batch processes, cubes and warehouse data, and other technical support issues will need to be worked through as the Production Support Model is determined.
 - A matrix of responsibilities for Production Support will be developed as part of the Fit-Gap project.
- Technical Support resources for the Office of University Development
 - This will be derived out of the Production Support Model developed during the Fit-Gap project.
- Staffing for Change Management
 - The implementation project strategy during Phase 2 & 3 of the Fit-Gap project will drive this area.



It is assumed that these issues will be worked through with the Project Directors, Project Manager and Project Team first. If issues require escalation the Project Directors will see that this is addressed with Project Sponsors or others as needed.

How MAIS Provides End-to-End Business Solutions

| | Application Services | Infrastructure Services | Academic Analytics | Quality Assurance | Vendor Management | Customer Support |
|--------------------|---|---|--|---|---|--|
| Planning | <ul style="list-style-type: none"> Maintain Strategic Plan Control upgrades Provide unit-specific consulting | <ul style="list-style-type: none"> Maintain Strategic Plan Plan for future Hardware/Software purchases Provide unit specific consulting | <ul style="list-style-type: none"> Provide U-M administrative data users with decision support environment (Data Mart and Data Warehouse) | <ul style="list-style-type: none"> Provide project management services Implement release planning & testing (includes unit, string, system, & stress testing) Carry out assessments & evaluations (Application & Infrastructure) | <ul style="list-style-type: none"> Lead proposal development Direct contract negotiations Cultivate key relationships | <ul style="list-style-type: none"> Conduct needs assessment Develop communication plan Develop training (eLearning and classroom) |
| Development | <ul style="list-style-type: none"> Identify new application integration points and resolve dependency issues (e.g. cosign with internal and third-party apps, including Peoplesoft & custom Java development) Manage major upgrades or enhancements Define user roles & security needs Provide Imaging services Provide Web applications, design, programming, testing, and deployment | <ul style="list-style-type: none"> Assist with implementation of industry data standards used to exchange business document data such as purchase orders and invoices (Electronic Data Integration) Project your mass storage needs Develop MAIS security policy and procedures. Provide ongoing technical architecture design and planning Determine facility needs (climate control, space, electrical etc.) | <ul style="list-style-type: none"> Gather user requirements for databases Develop data models Support data and process integration Create data documentation Manage BusinessObjects research development and deployment | <ul style="list-style-type: none"> Develop change control processes Migration control & scheduling Provide project management services | <ul style="list-style-type: none"> Coordinate IT license management and purchases Take responsibility for procurement | <ul style="list-style-type: none"> Provide documentation Execute communication plan Coordinate training logistics |
| Production Support | <ul style="list-style-type: none"> Handle all maintenance Manage access and compliance Conduct incident/problem resolution | <ul style="list-style-type: none"> Provide 7x24 monitoring and support for systems housed in the MAIS Data Center Provide backup and restoration of files and systems Provide database administration and performance tuning for enterprise systems Install and maintain enterprise hardware and software components Provide ongoing capacity planning for MAIS systems Deploy and support network architecture for enterprise and MAIS departmental systems Research, plan, implement, and maintain security and network technologies Provide regular assessments of security architecture and procedures Lead responses to security incidents Oversee disaster recovery planning for MAIS systems Provide desktop and LAN support for MAIS departmental systems Manage and maintain MAIS Data Center facilities Manage creation and distribution of hard-copy output Provide LAN and system support for all administrative units in the Division of Business and Financial Operations | <ul style="list-style-type: none"> ODS Utilization Provide ongoing production support, enhancements, maintenance, tuning, and upgrades (PeopleSoft and other software and hardware) for the Data Warehouse environment Provide Tier 2 support for BusinessObjects | <ul style="list-style-type: none"> Conduct audits on request | <ul style="list-style-type: none"> Handle financial administration & billing of IT services and products Serve as IT vendor contract manager Maintain vendor relationships | <ul style="list-style-type: none"> Store and maintain documentation Provide incident/problem resolution (Technical Tier 2 Expertise and general Help Desk services such as telephone and onsite consultation to help users resolve problems) Post announcements for outages and performance issues Send enhancement/upgrade communications |

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