Tennessee Board of Regents Shared Services Initiative*

Governance Model

1/17/2017

* Note: Tentative project name pending final branding approval

Modification History:

Date	Change made by	Description of Change
3/30/2017	Chandragupta Gudena	Added Working Committee members list
4/7/2017	Chandragupta Gudena	Updated Governance Strcuture

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Introduction

As the Tennessee Board of Regents continues furthering its mission of excellence in diverse educational programs, research, service, and outreach for the benefit of Tennessee and its citizens, a major administrative transformation will be occurring in the background. This transformation will be driven in part by modernizing the enterprise technologies that support and enable both strategic and tactical business operations. The institutions under TBR will be standardizing the administrative functions and processes through the implementation of a shared services center. It is critical that this process of be handled in a deliberate and thoughtful manner through collaborative and firm governance that is supported by senior leadership. Without appropriate governance, decisions will not be made as efficiently as needed and/or the interests of key stakeholders may be omitted. This document defines the Governance Model that will be used throughout TBR's Shared Services Initiative and beyond.

Section 1: Purpose and Objectives

The purpose of the TBR Shared Services Governance Model is ultimately to support the successful adoption and long-term management of the IT infrastructure and business processes that are included within the implementation effort.

There are several key objectives involved in implementing the Governance Model:

- **Make decisions**: ensure that final decisions regarding all critical matters involved in the implementation effort are made efficiently, thereby avoiding any decision-making bottlenecks or delays
- **Manage**: formally manage changes to critical project matters by reviewing, discussing, approving/rejecting, and in some cases escalating Change Requests; hold project team members accountable for required activities
- **Align**: support the successful alignment of TBR's technology solutions and business processes with the espoused guiding principles and TBR's overall strategy and mission
- **Represent interests**: ensure that the interests of TBR functional and technical users across the organization are represented in discussions regarding the Shared Services Center implementation and the associated technology and business process enablers
- **Champion**: actively promote the successful implementation and long-term use of TBR's Shared Services Center throughout the organization

## Section 2: Stakeholder Groups and Responsibilities

There are several key governance committees and stakeholder entities associated with the Shared Services Governance Model. The table below lists these groups and outlines each of their high level responsibilities.

Stakeholder Entity	High Level Responsibilities
Executive Leadership Committee	o Decision making authority o Establishes broad strategic priorities for shared services, technology, and business process investments across the enterprise o Monitors and ensures benefit realization o Resolves organizational issues o Provides executive communications to TBR community
Project Sponsor(s)	o Provides guidance to the leadership committee for decision support o Serves as the primary support and advisory for project milestones and activities o Vets ongoing service delivery design (roles and responsibilities, reporting structure, cost allocation, shared services, staffing methodology, governance, etc.) o Support day-to-day logistical requirements regarding coordination of activities from a cross institutional perspective
Steering Committee	o Aggregates priority items from Working committees o Provides cross-functional input and evaluation of Shared Services Center implementation matters and any associated technology and business process items o Reviews and approves / rejects recommendations for Shared Services Center implementation matters o Monitors initiative milestones and benchmarks
Working Committees	o Provides inputs into technical and functional requirements and designs o Performs impact analysis for all project change requests o Provides recommendations and prioritized inputs for project matters to the Steering Committee o Monitors the pulse of the organization and identifies common needs o Communicates regularly with representative leadership on TBR system demands and project / program activities o Works with other stakeholders to monitor benefit realization
Change Management & Communications	o Supports and drives change management efforts across the management and delivery areas o Provides leadership and guidance in relation to broad training/education matters o Supports development of communications plan and plan components o Provides the TBR perspective into final communications prior to delivery o Leads the delivery of communications to the TBR community

Program Management Office (PMO)	- Provides day-to-day management of the project and serves as the primary point of contact for all project participants and stakeholders - Works closely with the Executive Leadership Committee and Project Sponsor to ensure goals and objectives are met - Establishes timelines and key performance measures - Leads risk, issue, and resource management efforts - Supports communications initiatives

Section 3: Governance Model

The TBR Governance Model depicts the decision making flow through the various stakeholders that are involved in the process. Analysis regarding change requests and other critical project matters originate within the working committees and are escalated up for decisions and resolution. Management Decisions are made and communicated back down.
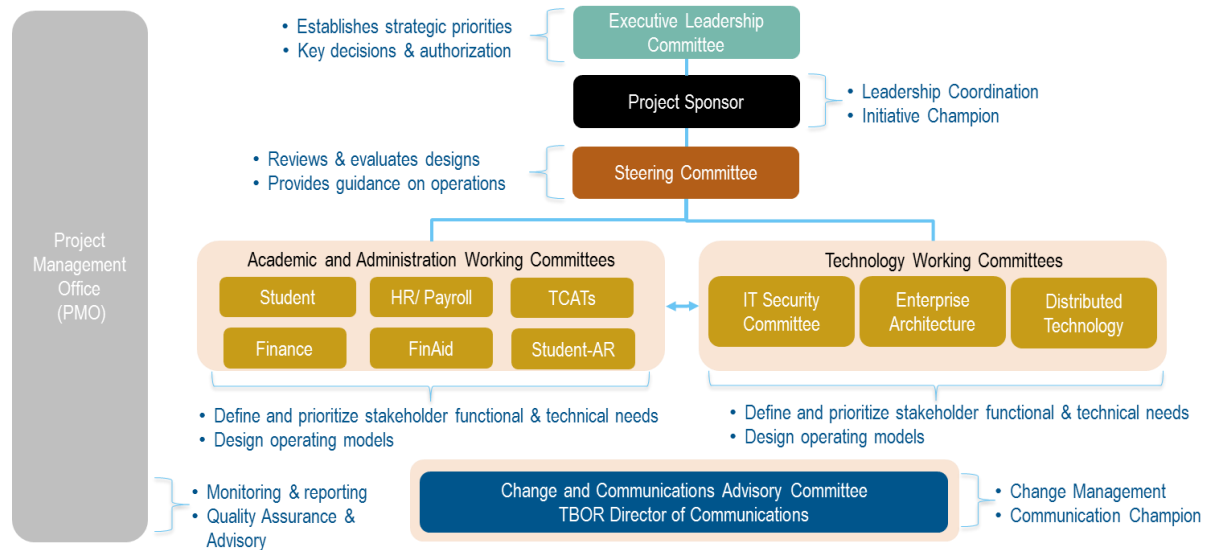
Section 4: Executive Leadership Committee

Membership: See Appendix for current executives included in this group; in general, these individuals are top executives within TBR. The Committee is chaired by the Chancellor.

Meeting Frequency: The Executive Leadership Committee can choose to discuss the Shared Services Center initiative at already established regular executive meetings, but it is recommended that this group meet at least every 6 weeks. In addition, it may be necessary to interact on an as-needed basis regarding matters being escalated up from the Steering Committee.

Decision-making Process: The Executive Leadership Committee will review and make decisions on high-impact issues that have significant budget implications, involve key business process changes, or have system-wide impacts. Examples of such decisions would include departures from ERP baseline functionality or best practice business processes. The Executive Leadership Committee will work together to determine the direction that is best for the organization and provide its decisions to the Steering Committee. Huron is responsible for documenting and coordinating communication of decisions.

Section 5: Steering Committee

Membership: See Appendix for current membership; in general, membership shall consist of the Working Group leaders and shall not exceed 9 people. Specific members are appointed by the Executive Leadership Committee and shall maintain their membership until Leadership decides a change is needed. Committee is chaired by a member elected by committee OR designated by Executive Leadership Committee, at the discretion of the Executive Leadership Committee.

Meeting Frequency: Bi-monthly and as needed.

Decision-making Process: TBR's Steering Committee will need to make key decisions and approve/reject all recommendations and Change Requests that are submitted by the Working Committees. A majority rules voting format shall determine whether or not any given Change Request is approved by the Committee. A minimum of 5 Committee members must be present in order for the group to vote on any given issue. Regardless of the number of Committee members present, a minimum of 5 affirmative votes are required to resolve any given issue. The Steering Committee members shall vote on a request based on its alignment with the initiative's guiding principles and the best interests of all users. High-impact Change Requests that have significant budget implications, affect key business processes, or have system-wide impacts shall be escalated up to the Executive Leadership Committee. Huron is responsible for documenting and coordinating communication of decisions.

Section 6: Working Committees

Membership: See Appendix for current membership; in general, membership shall consist of functional and technical resources across TBR. Each Working Committee should consist of 5-10 members. These members should be business process owners and/or technology users that who are highly familiar with the day-to-day functions of the business processes and technologies that are impacted by the Shared Services Center implementation. Membership across the Working Committees should include appropriate representation from all institutional participants in some capacity.

Meeting Frequency: Bi-monthly and as needed.

Decision-making Process: N/A

Section 7: Change Management & Communications

Membership: See Appendix for current membership; specific members are appointed by the Executive Leadership Committee and shall maintain their membership until Leadership decides a change is needed.

Meeting Frequency: Weekly

Decision-making Process: N/A

Section 8: Program Management Office

Membership: See Appendix for current membership; specific members are appointed by the Executive Leadership Committee and shall maintain their membership until Leadership decides a change is needed.

Meeting Frequency: Weekly

Decision-making Process: N/A

Section 9: Vendor Involvement

Huron, Ellucian, and SIG professionals will be involved in the Governance Model in multiple capacities throughout the program. Key aspects of these organizations' involvement include the following.

Huron:
- Collaborate with TBR staff to schedule Executive Leadership Committee and Steering Committee meetings
- Coordinate pre-meeting documentation needed for Executive Leadership Committee and Steering Committee meetings
- Facilitate Executive Leadership Committee and Steering Committee meetings
- Capture / document critical decisions made during Executive Leadership Committee and Steering Committee meetings
- Lead Program Management Office
- Responsible for informing Executive Leadership Committee of any departures from baseline functionality or process best practice
- Collaborate with the Change Management & Communications Committee on key activities and decisions

Ellucian / SIG
- Participate in Working Group Committee meetings, facilitating discussions as needed, assisting with impact analyses, and providing critical input on functional and technical matters
- Hold non-voting, advisory membership roles in the Steering Committee
- Collaborate with Working Committee Team Leads to present key aspects of functional and technical issues that need to be considered by the Steering Committee during the decision making process
- Invited to attend Executive Leadership Committee meetings and, as needed, to present critical matters and points of consideration to the Executive Leadership Committee

Appendix: Current List of Stakeholders *(as of 03/30/2017)*

Stakeholder Entity	Members
Executive Leadership Committee	o Chancellor o Community College Vice Chancellor o TCAT Vice Chancellor o Community College President Designee o TCAT Director Designee o Chief Information Officer o General Counsel o Vice Chancellor of Finance o Vice Chancellor of Academic Affairs
Project Sponsor(s)	o Vice Chancellor of Finance o Associate Vice Chancellor of Shared Services
Steering Committee	o Working Committee Leads (7)
Working Committees	**Financial Aid - TBD** **HR/ Payroll - TBD** **Student - TBD** **Student AR - TBD** **TCAT - TBD** **Finance - TBD**