

Shared Services Project Charter

Project Overview

The purpose of this project charter is to clarify the goals, scope, objectives, assumptions, principles, and risks associated with the project to collect and evaluate data associated with the University's core business processes to evaluate the opportunities presented by adopting a shared services model.

Goal

The goal of this project is to develop a transparent process to evaluate University-specific data around the University's core administrative and business processes to compare with other Universities and organizations to identify areas where the use of shared services can provide the University the opportunity to lower costs while meeting or exceeding current service levels.

Scope

This phase centers around the collection of accurate and contextual data about the University of Missouri's core administrative and business processes around which future recommendations can be made. It also includes obtaining assistance from Accenture in regards to preparing stakeholders with the appropriate context and understanding of shared services. Assuming the data identifies areas where shared services would be beneficial, the University would then consider the opportunities with a common understanding of what it would entail.

A full listing of administrative areas (i.e. Finance, HR, IT, Procurement, etc.) and processes to be examined can be found in Appendix A.

Objectives

- Conduct a benchmark study comparing the University's current performance metrics and costs against organizations of similar size and complexity, and evaluate the results.
- Identify candidate administrative processes to be considered for shared services.
- Assess risks associated with implementation of shared services.
- Prepare a high level business case for moving any identified processes to shared services.

Deliverables

- Work Plan defining the activities, milestones, resources, and timelines necessary to perform the desired benchmarking.
- Clarification of decision rights – what decisions are set where and by whom.
- The template for each function/process area that will be used to gather information needed to create a working baseline for the benchmark and business case reports.
- Final benchmarking report.
- Candidate list of shared services opportunities.
- Identify potential risks and mitigation options for impacts that could affect the future state shared services implementation.
- Final report.

