



PROJECT CHARTER

1. General Project Information				
Project Name:	Shared Services: Communications and Change Management			
Executive Leadership Sponsors:	SVP Polatajko, VP Little, VP Brown			
Division Sponsor/Project Co-Leaders:	Carla Wyckoff, Rebecca Murphy			
Goal of Project/Intended Outcome:	Ensure integrated and successful communications of the shared services initiative by providing communication and change management oversight and support.			
2. Project Team				
	Name	Department	Telephone (office/cell)	E-mail
Project Manager:	Carla Wyckoff Rebecca Murphy	SVP for Fin. & Admin VP for University Relations	2-5857/3303228166 2-8533	cwyckof1@kent.edu murph20@kent.edu
Team Members:	Tina Biasella Lawrence Brown Jennifer Kulics Jennifer O'Connell Renee Romine Sonya Williams Dana Lawless-Andric	Regional Campuses UFM Student Affairs DEI HR DEI DEI		tbiasell@kent.edu lbrown88@kent.edu jkulics@kent.edu joconne5@kent.edu mromine@kent.edu swilli78@kent.edu dlawless@kent.edu
Subject Matter Experts:	Same as above			
3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)				
Internal University Stakeholders:				
	Kent Campus AFSCME employees, staff in key buildings (Rec Center, Residence Halls, Student Center, KSU Airport)			
	Faculty, staff and students on Kent Campus			
External Stakeholders:				



4. Project Scope Statement
<p>Project Purpose / Business Justification <i>Describe the business need this project addresses – why must we do this?</i></p> <p>The Governor’s Task Force on Affordability and Efficiency has challenged state universities to reduce costs while not affecting the quality of education. At Kent State, a shared services initiative is being implemented in four areas of operations, with a projected savings of \$150,000 in FY19.</p>
<p>Objectives (in business terms) <i>Describe the measurable outcomes of the project, (e.g., reduce cost by xxxx or increase quality to yyyy)</i> <i>(Measurable outcomes in terms of cost, etc. not applicable to Communications and Change Management Team)</i></p> <p>Ensure integrated and successful communications of the shared services initiative by providing communication and change management oversight and support.</p> <p>Communicate the necessity to increase savings and efficiency across-the-board by eliminating duplicate services and centralizing specific operations, without a loss of jobs.</p> <p>Help foster a positive and collaborative climate for the organizations participating in the shared services initiative while concurrently outlining the pros and cons of the process.</p>
<p>Deliverables <i>List the high-level “products” to be created (e.g., improved xxxx process, employee manual on yyyy)</i></p> <ul style="list-style-type: none"> • Identify target audiences for communications. This will include various “levels” of communications, from the top level of the organization down to those impacted by the changes. Suggested audiences: university leadership, university community, supervisors of impacted employees, impacted employees, others who will be indirectly impacted by the change. • Identify basic message/theme of communications. • Work with UCM to develop and implement communications plan for launch and continued messaging. • Develop and help implement change management and training needs for each initiative. • Identify a liaison from Comm./Change Mgmt. team for each of the four teams; to help them with communications and change management plans.
<p>Scope (List what the project will and will not address (will the project be phased over multiple budget years))?</p> <p>Communications team will develop communications plan for overall shared services initiative and a separate plan for each of the four teams; we will also develop, and with the assistance of HR, help implement change management plans for each team. Each team leader will be responsible for helping develop talking points and for coordinating the various training sessions for his/her area.</p>
<p>Project Milestones <i>Propose start and end dates for Project Phases (e.g., Inception, Planning, Construction, Delivery) and other major milestones</i></p> <p>Communications Plan Developed: Draft completed</p> <p>Change Management Plan Developed: Draft completed</p> <p>Charter plans revised: Summer 2018 (from each team; COMPLETED)</p> <p>Appoint Liaison to each team: Summer 2018 (COMPLETED)</p> <p>Implement general communications: TBD</p> <p>Work with teams on communications/change management issues: Fall 2018 and ongoing</p>



<p>Major known risks (including significant assumptions) <i>Identify obstacles that may cause the project to fail</i></p>	
<p>Understanding that feedback from impacted employees will be an important part of the process and will help determine the appropriate messaging.</p> <p>Dialog and transparency will be critical.</p> <p>Making sure that the affected employees are a part of the change process, vs. being told what's going to happen.</p>	
<p>Required reviews and sign-offs (as needed)</p>	
<p>Sr. VP for Finance and Administration</p>	
<p>VP for Student Affairs</p>	
<p>VP for Diversity, Equity and Inclusion</p>	
<p>Resource needs and allocations – Does the project require dedicated resources (new? existing?) <i>List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project, one time or recurring special funding).</i></p> <p><i>If unknown at the outset of the project, when will resource plan be developed/reviewed?</i></p> <p>The communications plan may include printed pieces and training materials.</p> <p>There may be a need for training sessions from HR Training and Development, would need the resources of the HR training staff and any associated costs with that.</p>	
<p>External Dependencies <i>Will project success depend on coordination of efforts between the project team and one or more other internal/external individuals or groups? Has everyone involved agreed to this interaction?</i></p> <p>Will need to coordinate with UCM on communications and HR Training and Development for change management piece. Will also need to partner with each of the four shared services teams.</p> <p>Yes, all parties have agreed.</p>	
<p>5. Communication Needs and Strategy <i>(who is responsible for coordinating communications within project team, updates to sponsors, and liaison for coordinating all external/public communications and strategy.)</i></p>	
<p>Carla Wyckoff and Rebecca Murphy</p>	



6. Sign-off			
	Name	Signature	Date (MM/DD/YYYY)
Executive Leadership	SVP Polatajko VP Little VP Brown		
Division/Department Sponsor	Carla Wyckoff Rebecca Murphy Tina Biasella Lawrence Brown Jennifer Kulics Dana Lawless-Andric Jennifer O'Connell Renee Romine Sonya Williams		
Project Manager	Carla Wyckoff		
7. Notes			

Submitted by: (name)