



**System Redesign: Integrations
Integration Working Groups Charter
November 12, 2020**

Document Purpose

This document defines the roles and responsibilities of integration Working Groups designated by the Western and Northeastern Integrations for the State System integration initiative. It articulates the purpose, goals, principles, scope, roles, and deliverables with which the Working Groups are charged.

Purpose and Rationale of the Integrations

See Overall Integrations Initiative Charter

Goals and Objectives

See Overall Integrations Initiative Charter

Guiding Principles

See Overall Integrations Initiative Charter

Key Roles and Scope

Parallel Working Groups – The following Working Groups will exist for each integration:

1. Academics Working Group
2. Athletics Working Group
3. Communication and Marketing Working Group
4. Donors/Alumni Relations/Foundations Working Group
5. Enrollment Management Working Group
6. Facilities and Infrastructure Working Group
7. Finance and Administration Working Group
8. Human Resources and Labor Relations Working Group
9. Institutional Governance and Leadership Working Group
10. Technology Working Group

Regional-Specific Working Groups – The following Working Groups will be unique:

11. Online Working Group (Western only)
12. Workforce Development and Non-degree Programs Working Group (Northeastern only)
13. Student Affairs Working Group (Western only)
14. Student Success and Retention Working Group (Western only)
15. Student Success, Services, and Campus Life Working Group (Northeastern only)

Combined Working Groups – The following Working Groups will be combined:

16. Accreditation Working Group
17. Financial Aid Working Group
18. State System Technology Working Group
19. Human Resources and Labor Relations Working Group

Key Roles and Terminology: The following outlines the governance structure overseeing the integration Working Group activities (see responsibilities outlined in the Overall Integrations Initiative Charter for the groups below) and key terminology:

- **University Leadership Team (ULT) – Western Integration Group:** Western Integration Lead President, Presidents, Project Manager and Quality Manager, Chief Academic Officers (CAO), Vice Presidents (VP) of Finance and Administration (FA), and designated Working Group Leads
- **ULT – Northeastern Integration Group:** Northeastern Integration Lead President, Presidents, Project Manager and Quality Manager, CAOs, VPFAs, and designated Working Group Leads
- ULTs are responsible for identifying the specific Working Groups who will draft considerations for the integration and implementation plan for each key functional area, while engaging appropriate stakeholders throughout the process
- Specifically, the ULT is charged with:
 - Building a membership matrix that defines the organization of the Working Groups, including needed skillsets, subject matter expertise, constituencies represented, and number of representatives
 - Overseeing nominations for Working Group members/subgroup members based on shared governance considerations, specifically requesting that stakeholder groups provide multiple nominees from which final appointments will be selected
 - Appointing leads/co-leads for Working Groups to serve as the primary liaisons and representatives between the ULT and Working Groups
 - Sharing information to support Working Groups leads' ability to:
 - Provide updates to their Working Groups on the broader initiative plans and progress and
 - Support their Working Group members' in fulfilling their responsibilities to consult with their stakeholder constituencies
- **Individual Working Groups:** Identified leaders per Working Group with relevant supporting Working Group members from each Integration's three institutions
 - Provides input to ULTs in developing the implementation approach; engages in planning and analysis in key functional planning areas (e.g., academic programming, student supports, leadership/governance, etc.); prepares deliverables for and transmits to ULT; engages iteratively with ULT, resolves questions and issues arising therefrom
- **Integration Support Services Group (Support Services):** Strategic Advisor for Institutional Integration; Baker Tilly team members serving in advisory and support roles, including liaisons to Working Groups, Program Management Lead, Lead Engagement Partner, Western and Northeastern Project Managers, Project Management Senior Consultant, and subject matter experts
- Key terminology will be accumulated and shared on the Integrations project SharePoint site

Working Group Roles and Responsibilities

The Integration Working Groups for the two Integrations are charged with developing recommended integration plans for their key functional areas. These integration plans should include recommendations for concrete multi-year, measurable goals that align with the Integration Initiative goals and objectives.

Each Integration Working Group will be led by leads and co-leads. The leads and co-leads of the Working Groups are responsible for:

- Building a subgroup membership matrix that specifies needed skillsets and subject matter expertise, constituencies represented, and number of representatives, to inform the ULT's of the subgroup nominations
- Collaborating with the ULT to select/confirm subgroup members for Working Groups the Working Groups to set the subgroup charges (aligned with the Working Group charges)
- Sharing information with both Working Group members and subgroup leads to enable consultation with their constituencies
- Supporting adherence to the integration guiding principles, maintaining confidentiality, and providing representative, collaborative, constructive input

The Integration Working Groups may compose operational subgroups as needed to complete the work, and will be responsible for developing and communicating the charge of those specific subgroups and assigning subgroup members. Together, the Integration Working Groups and subgroups will address the following for their functional areas:

- Incorporate the guiding principles into all decision-making processes and recommendations
- Draft considerations to inform the integration design and implementation plan that address the specific milestones, topics, and questions outlined in the Working Group charge for the specific functional area
- For all recommendations, Integration Working Groups should identify the impact of the recommendation based on the following categories with associated required changes, benefits, and risks:
 - People – Student, faculty, staff, governance (e.g., trustees, organizations) – individuals impacted by the change and any know required activities to support the change (classification, side letter changes, training etc.)
 - Process – Policy, procedures, contracts, partnerships, etc. that support the current state which would have to be changed to support the recommendation
 - Technology – Systems, support, applications that support the recommended changes and if any updates would be required
 - Finance – Required funding to implement or lead to a cost savings
 - Physical Assets – Physical assets (buildings) that would be impacted by recommendations
 - Compliance and Legal – Federal, state, and local laws, regulations, and other requirements that would need to be changed to implement the recommendation
 - Community – Known community stakeholders impacted by the recommendation
 - Benefits – Anticipated benefits associated with the recommendation – linked to goals and objectives, if possible
 - Risk – Known risks associated with implementation of the recommendation

Support Services provides consultative support for the SLT, Western and Northeastern ULTs, and the Working Groups. Specifically, Support Services liaisons' interactions with the Working Groups include participating in and, as requested, facilitating Working Group meetings, supporting and reviewing draft deliverables from the Working Groups as needed, communicating opportunities to leverage successful practices used by other Working Groups, and providing advisory subject matter expertise for Working Group meetings as needed.

Key Deliverables and Timelines

Deliverables should follow the defined review process outlined by the ULT for submission to the SLT. All deliverables should be worked on collaboratively on the Integrations project SharePoint site. Each recommendation from the deliverable should be provided into the overall recommendation spreadsheet, to include the following components:

- Item number
- Fiscal year task
- Required fiscal year implementation date
- Recommendation name
- Recommendation key components
- Key dependencies
- Date submitted Impacts:
 - People
 - Process
 - Technology
 - Finance

- Physical Assets
- Community
- Compliance and Legal
- Benefits
- Risk

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