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**Business Process Improvement (BPI) Shared Service  
Charter**

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**Document History:**

Version	Date	Comments
1.0	7/1/13	Initial draft based on FY2013 charter.

# 1 Role

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The Business Process Improvement (BPI) Shared Service functions to provide support for initiatives across the University that are focused on increasing the efficiency and effectiveness of University operations. Support for those initiatives includes:

- Providing a shared pool of resources available for targeted temporary project management and business process analysis services.
- Providing a shared methodology for business process improvement engagements.
- Providing tools and templates for process analysis and improvement initiatives.
- Drawing on the distributed expertise of shared service participants.
- Providing training resources for business process analysis and improvement.
- Interact with campus governance groups to identify process improvement opportunities and provide information on shared service initiatives and performance.

## 2 Membership

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Membership in the BPI Shared Service includes the following:

- **Business Process Advisory Group (BPAG)** – consists of academic and administrative leaders from throughout the University who provide governance for the BPI Shared Service.
- **Business Process Improvement (BPI) Liaisons** – consists of unit leaders from throughout the University who act as advocates for both their units and the BPI Shared Service.
- **BPI Virtual Team** – consists of project managers and analysts from throughout the University. BPI Virtual Team members have expressed interest in participating in BPI engagements, have completed BPI leadership training, and have received the appropriate permissions from their unit to participate in the BPI Shared Service.
- **BPI Core Team** – consists of project managers and analysts provided from central service organizations. BPI Core Team members are dedicated as part of their full-time positions to performing BPI-related work.

The Portfolio and Process Management Office will be responsible for meeting coordination and facilitation for all of the membership groups. With the exception of the BPI Core Team, membership will be reviewed on an annual basis and will be adjusted by the group's chair with consultation with the group's members.

## 3 Responsibilities

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Principal responsibilities and functions of the BPAG, BPI Liaisons, BPI Virtual Team and BPI Core Team include:

### 3.1 BPAG

The BPAG is an advisory and coordinating group. It serves as a focal point to review current project(s) status and organization activity. It provides guidance to the BPI Shared Service and is directly responsible for providing feedback and guidance on various projects and initiatives.

➤ **Oversight**

- Provide high-level oversight of BPI Shared Service operations and endorse the role and responsibilities of the service.
- Monitor resource demand and capacity on an ongoing basis and utilize that information to adjust capacity levels and advise project approval decisions.
- Annually review performance metrics for BPI Shared Service.
- Annually review and confirm membership of BPAG with the Provosts and Vice Presidents. Identify skills and experience needed for membership to fill positions.

- **Review**
  - Provide review of business process improvement project proposals.
  - Provide prioritization of approved business process improvement initiatives.
- **Strategy**
  - Work with university leadership groups to determine how business process improvement projects can be employed in support of university and campus strategic initiatives. Provide guidance to the BPI Shared Service constituents and other stakeholders to solicit project proposals that fit these strategic requirements.
  - Obtain input on a systematic basis from central university and campus units, and front-line college and department units to identify needs that may be addressed with utilizing the BPI Shared Service.
- **Communicate**
  - Execute a formal Communication Management Plan for the BPI Shared Service to address all stakeholder information needs.
  - Develop and distribute an annual report that outlines what has been accomplished during the fiscal year and how that accomplishment compares to demand.

### **3.2 BPI Liaisons**

BPI Liaisons act as BPI advocates for their respective units and assist in identifying potential areas for BPI engagement. Liaisons also play a crucial role at the engagement level providing coordination between the BPI team, customer team, and customer leadership.

- **Review**
  - Provide initial review of business process improvement project proposals.
  - Provide insight into the prioritization of approved business process improvement initiatives.
- **Strategy**
  - Work with respective units to determine how business process improvement projects can be employed in support of strategic initiatives. Provide guidance to the BPI Shared Service constituents and other stakeholders to solicit project proposals that fit these strategic requirements.
  - Obtain input on a systematic basis from their respective units to identify needs that may be addressed with utilizing the BPI Shared Service.
- **Communicate**
  - Coordinate communication between BPI teams and leadership in their respective units.

### **3.3 BPI Virtual Team**

The BPI Virtual Team is directly involved in both the execution of BPI engagements and the support of the BPI Shared Service.

- **BPI Engagements**
  - Assists units with the development of their BPI engagement proposals.
  - Serves as a Facilitator and/or BPI analyst on BPI engagements.
  - Coordinates availability for BPI engagement work with BPI Core Team lead.
- **Support of BPI Shared Service**
  - Assists in the delivery of training programs on BPI concepts (e.g., Lean Six Sigma, etc.), software tools (e.g., IBM BlueWorks, Clarity, etc.), and the University's own BPI Methodology.
  - Provides feedback to the BPI Core Team on the methodology and tools used during BPI engagements.

### 3.4 BPI Core Team

The BPI Core Team is directly involved in both the execution of BPI engagements and the support of the BPI Shared Service.

- **BPI Engagements**
  - Assists units with the development of their BPI engagement proposals.
  - Prepares the list of BPI engagement proposals for the quarterly review by the BPI Liaisons and BPAG.
  - Schedules BPI engagements based on the prioritization outlined by BPAG.
  - Staffs BPI engagements based on availability of BPI Core and Virtual Team resources.
  - Serve as a Facilitator or BPI analyst on BPI engagements.
- **Support of BPI Shared Service**
  - Develops and implements training programs on BPI concepts (e.g., Lean Six Sigma, etc.), software tools (e.g., IBM BlueWorks, Clarity, etc.), and the University's own BPI Methodology.
  - Provides support for software tools and templates used during BPI engagements.

## 4 Operations

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The BPAG and BPI Liaisons groups meet on a quarterly basis. The BPI Core and Virtual Teams meet on a monthly basis. In addition, a separate annual one-day BPAG retreat will occur near the fiscal year-end. The location of the retreat will either occur at a central location or will rotate between the campuses. Additional meetings may occur as the Team or its Chair deems advisable. The Teams will publish minutes of its proceedings on the BPI Collaboration website.

The groups will be governed by the following rules for meetings:

- Meetings are normally held by video or audio conference to allow participation across the University.
- Certain actions can be taken without meetings and by coordination via email.
- Off-cycle meetings may be scheduled in the event issue resolution requires the participation of the Advisory Board or guests to be present.
- Agenda items are to be submitted to the chair at least 10 days prior to the scheduled meetings. The meeting package will be distributed to the groups one week in advance of the scheduled meetings.
- At group members' discretion, they may send a substitute attendee in their place and empower them with the right to vote on proposals. Group members with a high absentee rate should be replaced as appropriate.
- If there are no agenda items for a scheduled meeting, the chair may cancel the meeting.
- For voting matters, a simple majority rules.
- Materials will be posted to the appropriate group page on the BPI Shared Service's website.

The groups are authorized to adopt their own rules of procedure, as long as the procedures are consistent with (a) the provisions of this Charter, (b) the provisions of the Bylaws of the University, or (c) the laws of the State of Illinois.

## Appendix A: FY 2016 Membership

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### Business Process Advisory Group

Group membership defined by BPI Shared Service Charter.

- **Laura Alexander**, Senior Director of Human Resources (UIS)
- **Kelly Block**, Assistant Vice President, Portfolio & Process Management (UA)
- **Dilip Chhajed**, Professor, College of Business (UIUC)
- **Steve Everett**, Dean, College of Architecture, Design, and the Arts (UIC)
- **Michael Hites**, CIO Senior Associate Vice President, AITS (UA)
- **Mike Kamowski**, Director of Student Services Systems (UIC)
- **Gloria Keeley**, Assistant Vice President, Administrative Services (UA)
- **Kathy Martensen**, Assistant Provost for Educational Programs (UIUC)
- **Maureen Parks**, Executive Director of University Human Resources and Associate Vice President (UA)
- **John Rossi**, Deputy CIO, IT Service Delivery, Technology Services at Illinois (UIUC)
- **Angela Yudt**, Associate Vice Provost, Office fo the Vice Provost for Faculty Affairs (UIC)
- **Julie Zemaitis**, Executive Director, University Audits (UA)
- **Iir Zenku**, Assistant Vice President, Information Technology, Office of the Vice President for Health Affairs (UA)

### BPI Extended Team

Group membership managed by Marc Carlton.

- **Chris Bland**, Enterprise System Specialist (UA)
- **Kavin Chan**, Business Analyst (UA)
- **Kathryn Courtney**, Assistant Director, Systems Development & Support (UIUC)
- **Shannon Dwyer**, Enterprise System Specialist (UA)
- **Ryan Hanna**, Staff Clerk (UIUC)
- **Noni Ledford**, Senior Project Coordinator (UA)
- **Kristi Moore**, Business Analyst (UA)
- **Andrew Mosio**, IT Manager/Administrative Coordinator (UIC)
- **Ted Myhre**, Unit Liaison for CITES, Client Relationship Management (UIUC)
- **Rebecca Nash**, Office Administrator (UIUC)
- **Stacey Neil**, Enterprise System Specialist (UA)
- **Jordan Phoenix**, Assistant Director, Records Information Management Services (UA)
- **Jennifer Pietka**, Director, Human Resource Information Systems (UIC)
- **Kevin Shalla**, Associate Director, Information & Technical Services (UIC)
- **Himanshu Sharma**, HSPIS, Specialist (UIC)
- **Shelley Siuts**, Information Technology Specialist (UIUC)
- **Karen Sivils**, Senior Software Analyst (UA)
- **Jason Strutz**, Manager, Infrastructure Management & Support (UIUC)
- **Cassie Tafilaw**, Business Analyst (UA)
- **Brent West**, Assistant Director, Records Information Management Services (UA)
- **Mat Willis**, Research Programmer (UIC)

## **Core Team**

Members are employees of the Portfolio and Process Management Office (PPMO) within the Office of the Chief Information Officer, University Administration.

- **Amanda Bland**, Enterprise Systems Specialist (UA)
- **Marc Carlton**, Assistant Director, Process Management (UA)
- **Rona Dealy**, Process Improvement Facilitator (UA)
- **Amy Glenn**, Process Improvement Facilitator (UA)
- **Kate Techtow**, Business and Information Management Specialist (UA)