

Project Charter

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ABB PROJECT CHARTER

Sheridan

Project Charter: Activities-Based Budgeting (ABB)

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1.0 BACKGROUND

Sheridan has identified three key priority areas – the Academic Plan, Our People, and Operational Sustainability – to fulfill its Strategic Mandate Agreement with the Province, including our vision to become “Sheridan Polytechnic, a university celebrated as a global leader in career-focused, applied education”. Activities Based Budgeting or ABB is one of five pillars under the priority: “Operational Sustainability”. Under this umbrella, we are developing infrastructure and implementing systems and processes to make informed, evidence-based decisions that will demonstrably advance Sheridan’s goals.

2.0 PROJECT DESCRIPTION

Activities Based Budgeting

Under ABB, revenues generated by units of an organization are allocated directly to the unit responsible for the activity. ABB has been shown to enhance budgeting transparency and create incentives for units to more effectively manage resources and expenditures.

Sheridan College is undertaking the Activities Based Budgeting (ABB) project to align academic authority with resource allocation and empower Faculties and departments to make better-informed decisions. ABB is a pillar of Integrated Planning at Sheridan - a sustainable approach to institution-wide planning that will facilitate priority-based decision making. As part of the implementation, a series of business process reviews will be undertaken to ensure that impacts to students, faculty, staff, volunteers and external clients are supported through communication and training.

3.0 PURPOSE OF DOCUMENT

The purpose of this Charter is to outline the description, goals, principles for the ABB Project, as well as the reporting structure and team guidelines of the ABB Task Force.

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4.0 PROJECT GOALS

To develop an Activities Based Budgeting model for Sheridan College that ensures:

#	Business Goals
1	The alignment of authority with fiscal responsibility while improving transparency and accountability.
2	The creation of incentives for leaders to increase revenue and optimize expenses.
3	The creation of incentives for the delivery of effective and competitive support services.
4	Leaders are given the authority to make evidence-based decisions while central administration retains sufficient resources to achieve institutional goals.

5.0 PROJECT GUIDING PRINCIPLES

Principles of the ABB Project are:

1. Sheridan's Vision, Mission, Priorities, as well as all legislation, regulations, and directives governing College operations will serve as guiding principles.
2. All recommendations and decisions will be carefully reviewed to assess the potential impact on students and employees, and to optimize opportunities for student success, employee engagement and positive outcomes.
3. Budget and operations guidelines will take into consideration institutional goals in the allocation of resources and will be done through fair, transparent and data-driven methodologies.

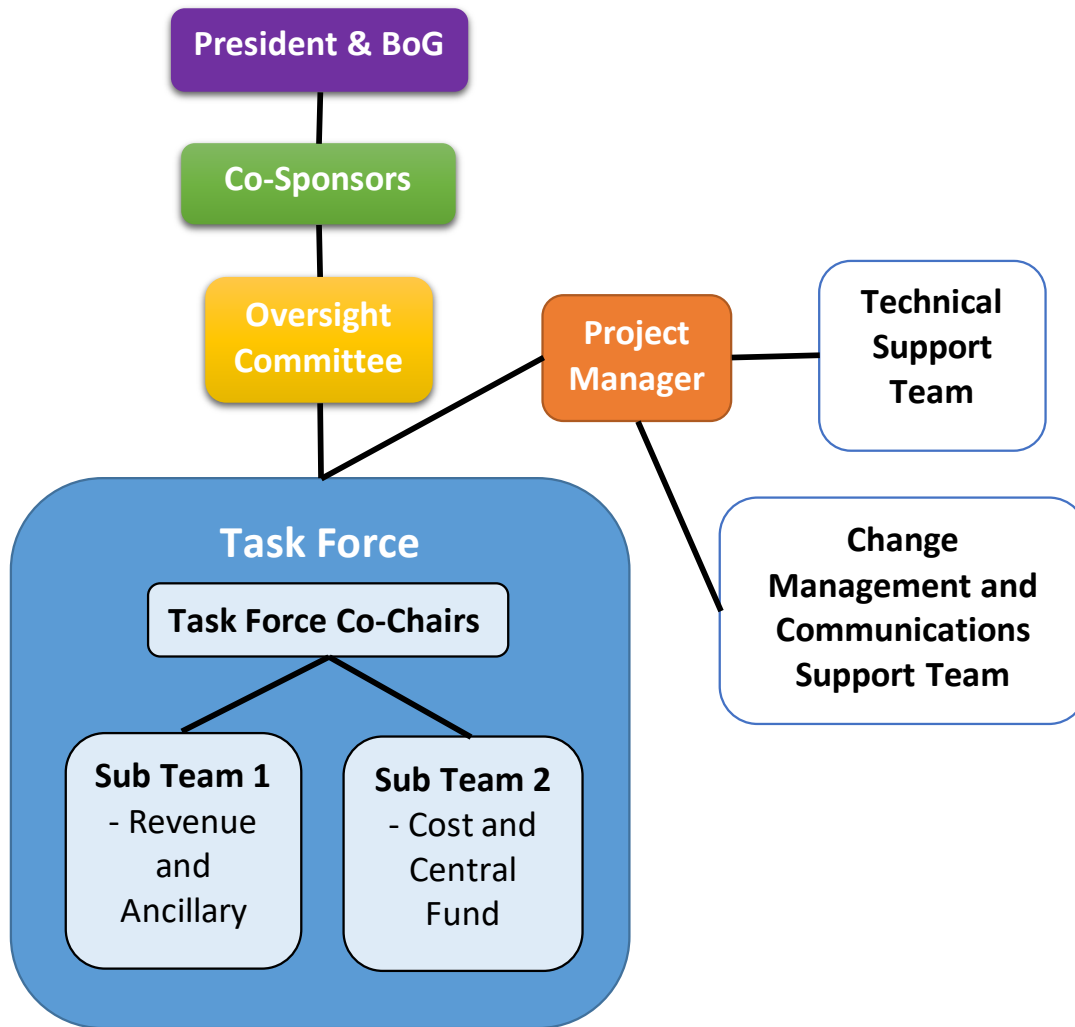
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6.0 PROJECT STRUCTURE

Key stakeholders in the development of the ABB model are the project Co-Sponsors, the Task Force including Co-Chairs, and a Project Manager. Refer to **Figure 1. ABB Team Reporting Structure**.

Figure 1. ABB Team Reporting Structure



Project Co-Sponsors

The project Co-Sponsors are the Provost and Vice-President, Academic and the Vice President, Finance & Administration, who will provide overall direction and leadership to the ABB project. The Co-Sponsors will approve the Project Charter and membership makeup for the Task Force. They will review the recommendations presented by the Task Force and make final decisions regarding policy, implementation and action plans.

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Oversight Committee

The Oversight Committee will consist of the Deans, their Operations Managers, and members of the P/VP+. The Oversight Committee members are in leadership positions across the College, and their support is instrumental to ensure the alignment of principles in the implementation of the ABB model with the College at large. The Task Force Co-Chairs and Project Manager will have regular check-in sessions with the Oversight Committee throughout the model design phase to update them on the progress, issues considered and decisions reached, and obtain guidance and support from the Oversight Committee.

Task Force

The Task Force is responsible for working through various topics towards principle development and model design, under the leadership of the Co-Chairs and the Project Manager. Work will be divided into 2 sub-teams. Specific activities include learning about the ABB framework and best practices from peers and literature, gathering information, preparing for qualitative and quantitative discussions, collecting data or evidence, analyzing pros and cons of alternatives for each decision point, and collectively synthesizing the principles for the ABB model that are appropriate for Sheridan. Task Force members will be asked to consider the college's needs and specific guidance received from the Co-Sponsors during the work. The Task Force overall will be responsible for recommending the set of ABB model principles for Sheridan to the Co-Sponsors. In carrying out the work of the Task Force, members are advised that they are expected to act with a "One Sheridan" mindset and maintain a focus on what is best for Sheridan College as a whole rather than what might be most advantageous for their unit.

The Task Force will have access to the Technical Support team for assistance with gathering data and conducting analyses. Further, the Task Force will access advice from Larry Goldstein, president of Campus Strategies, LLC, who will serve as a consultant.

Co-Chairs and Project Manager

The Co-Chairs, together with the Project Manager, are responsible for ensuring that the objectives of each sub-team are achieved. Collectively, they are accountable to the Co-Sponsors for the Task Force's progress, such that relevant topics are covered within the planned timeframe through regular meetings, and decisions are reached after in-depth discussion and analysis. The Project Manager will find opportunities to educate the Task Force on ABB through learning from peers and literature, guide discussions and analyses, research and supply the group with relevant facts, data, or considerations, communicate to the college community, and obtain assistance from the technical support team. The Co-Chairs and the Project Manager are also responsible for communicating the project's progress to the Oversight Committee and the Co-Sponsors for obtaining their support.

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Technical Support Team

The Technical Support Team is responsible for supplying the Task Force with relevant data points, considerations, and analyses to support the group's decision making. Often, the Task Force will check with the Technical Support Team on what is achievable under Sheridan's capabilities to come up with recommendations that are optimal given our abilities and limitations.

Change Management and Communications Support Team

The Change Management and Communications Support Team will consist of members from CPAM and CPOD, who will assist the ABB project by enabling regular communication with the broader Sheridan community as well as addressing change management considerations.

7.0 PROJECT TIMING

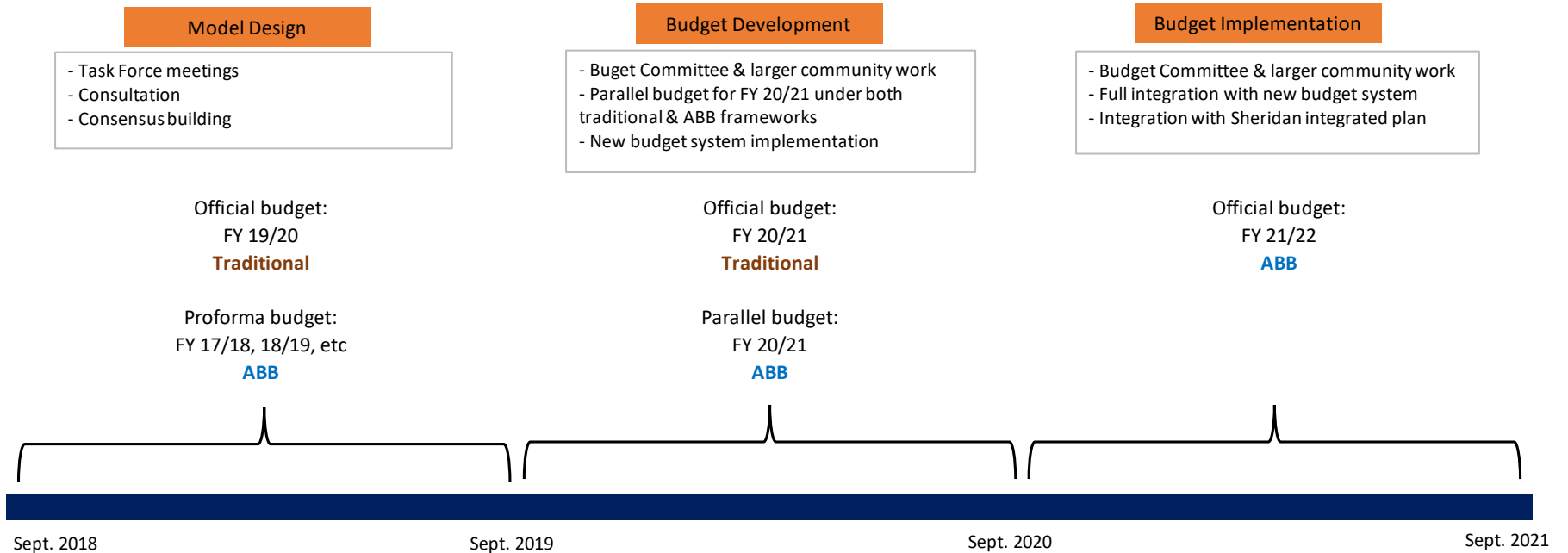
The Task Force's work begins in September 2018 and continues through March 2019. Members invest, on average, 3 hours per week for 6 months to substantially complete the work.

Please refer to **Figure 2. ABB Timeline** for a high-level timeline spanning over three years. The Task Force meetings will happen in the first year, aka "Model Design". The ABB project will culminate with the implementation of the new ABB model after the parallel period in year two.

Refer to **Figure 3. Meeting Frequency** for a description of the types of meetings that the Task Force will carry out.

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Figure 2. ABB Timeline



(Timeline is based on the budgeting cycle)

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Figure 3. Meeting Frequency

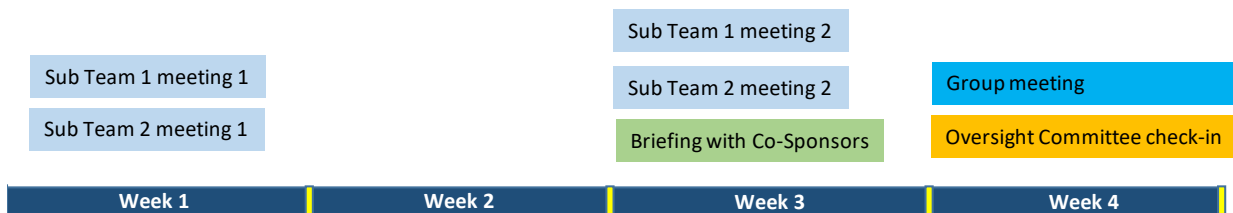
Sub Team meeting			
People	Duration	Frequency	Notes
Sub Team 1 or 2	2 hr	Bi-weekly	Sub Team members meet to work on assigned topics, reach decisions through discussion and analysis

Group meeting			
People	Duration	Frequency	Notes
Entire Task Force	2-3 hr	Monthly	Sub Teams report on the discussions, progress, and decisions reached to the entire Task Force

Oversight Committee check-in meetings			
People	Duration	Frequency	Notes
PM + Co-Chairs + Oversight Committee	30 min	Monthly	Update Oversight Committee on the Task Force progress and ask for their feedback/support. Meeting should happen after the group meeting and should be guided by directions from the Co-Sponsors.

Briefing meetings with Co-Sponsors			
People	Duration	Frequency	Notes
PM + Co-Chairs + Co-Sponsors	30 min	Monthly or as needed	Report to the Co-Sponsors on progress and issues, ask for guidance

Sample Schedule in a Month (Actual schedule subject to change)



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8.0 TASK FORCE POLICY

The Task Force has agreed to the following ground rules through discussion and consensus facilitated by our consultant, Larry Goldstein.

- **Deliver On Your Commitments**
- **Engage In Respectful Discourse**
- **Participate By Actively Listening and Engaging**
- **Maintain A One-Sheridan Focus**
- **Be Solution-Focused**

Agendas will be shared with the sub-teams via OneNote a few days in advance, and members are expected to check the OneNote meeting page for agenda, prepare work assigned from previous meeting takeaways, and are encouraged to share any files, findings, or comments directly on the OneNote.

Quorum: **70%** of members need to be present in order for a meeting to take place. This is applicable to both the sub-team meetings and the group meetings. If a member is unable to attend a meeting physically due to unforeseen factors, he/she will have the ability to call in or join the meeting via WebEx.

Decision-making framework: **80%** of total members of Task Force need to agree for a major decision to pass. This is applicable to both the sub-team meetings and the group meetings. Proxy voting is allowed. If consensus cannot be reached, the Task Force will consult expertise of the Oversight Committee and the Co-Sponsors will assist in reaching a decision.

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9.0 PROJECT SPONSORS/APPROVERS

Project Sponsor	Names (include Title, Dept./Group)
Melanie Spence-Ariemma	Provost & Vice President
Wayne Steffler	Vice President, Finance & Administration

10.0 REVISION HISTORY

Version #	Date dd/ mm/ yyyy	Summary of Changes	Document Author
1.0	20/06/2018	First version of project charter, high-level overview of the project used to ask for nominations from the community to join the project Task Force	Catherine Zheng
2.0	28/09/2018	Updated version of project charter, with details on project structure, timing and membership	Catherine Zheng