Attachment A: Statement of Work (SOW)

University of Nebraska
Operations Efficiency & ERP Modernization Project
University of Nebraska Master Agreement - RFP 10905358182
With Deloitte Consulting LLP ("Deloitte" or "Supplier")

1) Background

The University of Nebraska (NU) is a State of Nebraska public university system serving as the state's flagship higher education institution, with campuses in Lincoln, Omaha, and Kearney, as well as a medical center in Omaha. It offers a broad range of academic programs, including undergraduate, graduate, and professional degrees. NU is recognized for its research, outreach, and commitment to serving Nebraskans. The university plays a critical role in driving economic growth, advancing innovation, and fostering community engagement across the state, while maintaining a focus on accessibility, affordability, and academic excellence.

In recent years, the university has faced budget shortfalls due to reduced funding and rising operational costs. To address these challenges, the university is reviewing operational efficiencies and requires an ERP system that reflects and supports a more standardized systematic approach to university operations.

The consulting engagement will focus on two key priorities:

A. Priority One: ITS Operations – Evaluate UNMC ITS operations for development of a best-in-class support model.
B. Priority Two: ERP Modernization – Review current ERP systems, assist with development of an ERP request for proposal and implementation of new ERP tool.

2) Priority One: Operations Efficiency – ITS Operations

The University of Nebraska's Information Technology Services (NU ITS) operates as the systemwide provider of enterprise technology services and support across UNL, UNO, UNK, athletics, and Office of the President locations. The organization leads enterprise technology, including infrastructure (network, data centers, servers, cloud, etc.), cybersecurity (security operations, engineering, application, incident response), enterprise services (ERP, application development), academic technology (Canvas and related services, classroom technology, emerging technology such as AI), client services (end user support, service desk, etc.) and research IT services (infrastructure, GRC, security, etc.). Its operational focus is on maintaining secure, efficient, scalable, and cost-effective technology environments that align to and enable core academic, research, and business functions of the University.

Since 2018, UNMC has received enterprise technology support and services by Nebraska Medicine, the university's clinical partner. The IT support model is governed by a legal agreement outlining cyber liability, roles, responsibilities, and costs. In Spring of 2025, Bret Blackman, Vice President of IT and CIO for the University of Nebraska, led a review of UNMC IT support. Two external reviews were performed, one by four B1G CIO's and another by MOR Associates. Both captured feedback from UNMC leadership related to growing concern with the current IT support model. Examples include differences in the cultures of clinical vs academic missions and an overarching emphasis on cybersecurity to the point of it being a limiting factor. In August 2025, Blackman's NU ITS division began to support UNMC's Canvas ecosystem, integrating it with the rest of the University of Nebraska.

The University of Nebraska is seeking a qualified supplier to evaluate UNMC's current IT support model, leveraging recent peer reviews and internal documentation, and compare it to B1G, national peers, and best in class models.

A. Priority One: ITS Operations - Purpose and Objectives

i. Identify opportunities to improve the IT support model at UNMC focusing specifically on UNMC operations while also considering the broader NU system for context and potential efficiencies.

ii. Optimizing resources while ensuring high-quality academic, research, and student experience:
   a. Reduce barriers, control costs, and optimize technology approvals
   b. Assure timely customer service for technical assistance
   c. Leverage technology scale and enhance frictionless digital experiences between UNMC faculty/staff/students and the rest of the University of Nebraska.
   d. Maintain a high level of security, balanced with the need to support innovation and discovery within the research enterprise.
   e. Define clear support roles and collaborative opportunities between clinical operations (to include clinical research support) provided by Nebraska Medicine and NU ITS.

B. Priority One: ITS Operations – Scope of Work

The selected supplier will conduct a comprehensive review of UNMC's IT support model, focusing on UNMC operations while considering the broader NU system for context and efficiency opportunities. The scope includes the following key tasks:

i. **Evaluate Current IT Support Model:** Assess the existing IT support model at UNMC, with attention to local operations and potential efficiencies from alignment with NU system practices. Proposed focus areas for evaluation include: IT governance, IT financial management, IT talent, technology capabilities, services, and the overall IT operating model.

ii. **Review of Recent Assessments:** Examine outcome materials from recent operational reviews, including the B1G Ten peer review, MOR Associates external review, and internal IT documentation.

iii. **Benchmarking and Peer Comparison:** Contingent on availability of data, compare UNMC's IT support model to B1G peers and national benchmarks to identify strengths, gaps, and opportunities. Assess IT service support models to include research IT.
iv. **Future-State IT Support Model:** Propose a best-case IT support model incorporating governance, organizational design, and compliance considerations. Provide recommendations for governance, compliance, and resource optimization.
v. **Budget and Efficiency Analysis:** Identify budget, resource estimates, and estimated potential cost savings, identifying opportunities to leverage IT scale and efficiency across NU system.
vi. **Service Quality and Cybersecurity Enhancement:** Identify opportunities to improve service quality, cybersecurity, and operational efficiency in alignment with UNMC's clinical, research, and academic missions.
vii. **Constraints, Risks & Assumptions:** Identify project constraints, assumptions, and risks affecting scope, budget, or timeline.
viii. **Recommendations & Reporting:** Provide recommendations for governance, compliance, and resource optimization. Develop actionable, data-driven recommendations to streamline operations without compromising academic quality, research quality or student experience. Prepare a comprehensive written report summarizing findings, analysis, and recommendations. The written report should include estimated potential cost savings, proposed organization structure, and transition timelines and budget estimates.
ix. **Implementation Guidance:** Provide guidance on prioritization, sequencing, and change management to assist the University in implementing recommended improvements. Identify potential barriers and propose strategies for successful adoption.

C. Priority One: Work Products and Deliverables

The following table outlines the key Work Products and Deliverables that will be produced and delivered to the University during Priority One. Review and approval of Deliverables will follow the Deliverable Acceptance process set forth in Section 5.

Deliverable (D) / Work Product (WP)	Description	Specifications
Project Plan (WP)	Initial and regularly maintained document which details the project tasks, deliverables, and work products.	The Excel-based Project Plan will include: • Task owners • Planned task start and end dates • Task Status • Work product or deliverable due date along with other target milestones

Deliverable (D) / Work Product (WP)	**Description**	**Specifications**
		• Other notes by task and deliverable or work product
Weekly Status Report (WP)	A weekly update of key activities and progress towards the project deliverables	The PowerPoint report will include: • Key activities completed • Future activities planned • Project risks and issues • Progress towards the project deliverables
Current State Assessment and Benchmarking (D)	An objective, data-driven assessment of the current state of UNMC IT, evaluating the strengths and opportunities for IT governance, IT financial management, IT talent, technology capabilities, services, and the overall IT operating model	The PowerPoint report will include: • Assessment of operational strengths, gaps, and opportunities from greater NU-wide collaboration/ service delivery based on interviews and data analysis. • Key themes/ findings by focus area (IT governance, IT governance, IT financial management, IT talent, technology capabilities, services, and the overall IT operating model) • Benchmarking of IT across 5-6 select IT metrics against select peers (based on availability of data) • An executive summary for "high level" presentations
Future State IT Support Model (D)	A future state vision for a new IT operating model for UNMC and, as appropriate, supporting recommendations that address current gaps, risks and opportunities across the IT governance, IT financial management, IT talent, technology capabilities, and services layers.	The PowerPoint report will include: • Proposed guiding principles used in determining future state vision and supporting recommendations • Prioritized recommendations by focus area (IT governance, IT governance, IT financial management, IT talent, technology capabilities, services) and for the overall IT operating model • Where appropriate, illustrative reference models based on industry leading practices to support recommendations • Proposed implementation

Deliverable (D) / Work Product (WP)	Description	Specifications
		activities with identified risks, dependencies, and success measures to support each recommendation • An executive summary for "high level" presentations
Implementation Roadmap (D)	Connects the dots in the transformation journey – from the need (current state analysis) to the desired outcomes (business results) sequenced along a timeline with supporting analysis of risk, dependencies, and success metrics.	A PowerPoint report that will include: • Proposed high-level timeline to implement recommendations • Initial budget estimates to implement recommendations • Initial estimated potential cost savings from implementing recommendations, where appropriate • Supporting program and change management considerations to successfully implement recommended changes • An executive summary for "high level" presentations

D. Priority One: ITS Operations – Timeline

Priority One engagement is estimated to be a ten (10) week effort and shall be completed within nine (9) months of contract execution.

3) Priority Two: ERP Modernization Project

The University of Nebraska (NU) is undertaking a strategic initiative to modernize its core administrative and financial systems. NU currently relies on an aging Enterprise Resource Planning (ERP) system, SAP ESS, for essential functions like budgeting and financial actions, as well as reporting. SAP ESS, which is on-premise, has become increasingly costly to maintain, inflexible, and out of alignment with modern best business practices.

Although NU has taken steps to modernize—implementing SAP Ariba for procurement in 2023 and SAP SuccessFactors for HR in 2025—its enterprise environment remains fragmented. These siloed systems hinder data transparency, process efficiency, and long-term scalability.

In parallel with this technical modernization, NU is committed to improving student experience, engagement, and success through administrative transformation. NU recognizes that a modern ERP platform must support all aspects of university operations—including finance, human resources, research administration and academic operations—to better serve at every point of interaction on our odyssey to extraordinary.

Additionally, NU seeks a solution that allows for enterprise-wide standardization across all campuses and departments. This will enable seamless data consolidation for audits, reporting, analytics, and institutional management as well as increase alignment, transparency, and collaboration across the NU system.

The Nebraska State College System (NSCS) is also included in the scope of this project. While NSCS and the University of Nebraska (NU) share the same SAP ESS instance, they operate under separate company codes to maintain operational independence. NU currently manages NSCS's use of SAP ESS. Presently the State's ERP system is JD Edwards Enterprise One.

Key data points for both NU and NSCS are below:

Key Data Points	**University of Nebraska**	**Nebraska State College System**
Annual Operating Budget	$3.6 Billion	$130 Million
Full Time Students	49,500	9,000
Full Time Faculty/Staff	16,000	1,090

A. Priority Two: ERP Modernization Project - Purpose and Objectives

The ERP modernization project aims to:

i. Retire legacy systems, including SAP ESS, and reduce technology risk.
ii. Support enterprise-wide standardization of finance, budgeting, human resources, research administration and academic operations.
iii. Improve student-facing services by streamlining administrative processes.
iv. Meet evolving compliance needs, including, but not limited to GAAP, GASB, NIST, FedRAMP, and Section 508 accessibility standards.
v. Improve reporting accuracy, auditability, and operational transparency.
vi. Promote adoption of industry best business practices and reduce dependence on system customizations.
vii. Future-proof the University of Nebraska from technology stagnation.

B. Priority Two: ERP Modernization Project - Scope of Services

The University of Nebraska is seeking to engage with a qualified Supplier to assist in leading a comprehensive ERP modernization initiative. The ideal Supplier will have a proven track record managing large-scale, cloud-based ERP projects. Key capabilities include business process reengineering, data cleansing and migration from legacy systems, integration and interface development, and effective management of cloud software release cycles. The selected Supplier should also demonstrate success in testing, validation, quality assurance, and user acceptance,

as well as experience establishing scalable shared support services. In addition to providing end-to-end consulting, project management, and strategic advisory services, the Supplier will advise on aligning the ERP solution to support common business practices across NU's campuses— supporting centralized compliance, reporting, and administrative functions. Functional areas will include, but are not limited to, financial management, budgeting, procurement/logistics, research administration, and human resources.

i. **Phase One: Current State & ERP Needs Assessment**

This phase focuses on evaluating the current ERP landscape, identifying improvement opportunities, and defining future system requirements to guide a successful transition. Phase One deliverables will result in the Supplier providing NU with a business case for a new ERP system. The business case will provide NU with full documentation of the following:

a. **ERP System Evaluation:** Assess existing ERP, and all related technology systems that interact with our ERP across all campuses and departments. Identify redundancies and opportunities for system and process consolidation.
b. **Business Process Analysis:** Document current-state processes and identify gaps. Define future-state needs to inform ERP design and functionality.
c. **Stakeholder Needs & System Documentation:** Conduct a university-wide assessment of ERP integrations. Develop documentation, including:
d. Process flows, system maps, and workflow diagrams
e. Operational models and organizational role charts
f. **Readiness & Change Management:** Evaluate organizational readiness. Provide recommendations for change management, stakeholder engagement and retention.
g. **Constraints, Risks & Assumptions:** Identify project constraints, assumptions, and risks affecting scope, budget, or timeline.
h. **Technical & Functional Requirements:** Inventory key requirements for:
    - Reports, interfaces, data conversions, and enhancements
    - Configuration needs for implementation

ii. **Phase Two: RFP Development**

This phase focuses on developing and managing the Request for Proposal (RFP) process to identify the best-fit ERP solution for the university.

a. **RFP Development:** Create a comprehensive RFP aligned with NU's purpose, goals, and long-term strategy.
b. **Define Requirements:** Clearly outline functional, technical, and strategic requirements to guide vendor responses.
c. **Proposal Review Support:** Support NU in objectively reviewing vendor proposals, with a focus on:
    - Technical capabilities
    - Cost considerations
    - Organizational fit

iii. **Phase Three: Project Management & Implementation Support**

This phase ensures smooth, strategic ERP implementation through expert guidance, coordination, and oversight.

a. **Strategic & Technical Support:** Provide advisory and hands-on assistance throughout the implementation lifecycle. Maintain a detailed project schedule with milestones.
b. **System Oversight:** Manage configuration and testing to ensure system compatibility with retained or separately procured platforms. Monitor risks, scope changes, and delays.
c. **Coordination:** Act as the central liaison between NU, vendors, and partners. Coordinate efforts and provide experts for any necessary data conversions, system integrations and interfaces. Factors, such as phase one assessment review, and functionality of the RFP awarded in phase two, integrations may involve both new systems and existing systems. This includes the State of Nebraska's JD Edwards EnterpriseOne.
d. **Post-Go-Live Support:** Provide post-cutover support services throughout the agreed-upon warranty period. Services may include documenting, tracking and resolving issues related to the implemented solution, recommendations for system improvements or additional change management activities.
e. **Change Management & Adoption:** Promote a student-centered approach in systems and services. Develop and execute a change management plan for smooth transition and long-term adoption including:
   - Stakeholder communications
   - Development and delivery of training materials and courses
   - Change impact analysis and recommendations
f. **Governance & Reporting:** Define future-state business processes and governance models. Provide bi-weekly progress updates to the ERP Steering Committee and executive leadership.

C. Priority Two: Work Products and Deliverables

The following table outlines the key Work Products and Deliverables that will be produced and delivered to the University during Priority Two Phase One and Phase Two. Phase Three Work Products and Deliverables will be determined following the conclusion of Phase One and Phase Two. Review and approval of Deliverables will follow the Deliverable Acceptance process set forth in Section 5.

Deliverable (D) / Work Product (WP)	Description	Specifications
General		
Project Plan (WP)	Initial and regularly maintained document which details the project	The Excel-based Project Plan will include:

Deliverable (D) / Work Product (WP)	**Description**	**Specifications**
	tasks, deliverables, and work products.	• Task owners • Planned task start and end dates • Task Status • Work product or deliverable due date along with other target milestones • Other notes by task and deliverable or work product
Weekly Status Report (WP)	A weekly update of key activities and progress towards the project deliverables	The PowerPoint report will include: • Key activities completed • Future activities planned • Project risks and issues • Progress towards the project deliverables
Phase One: Current State & ERP Needs Assessment		
Readiness Assessment (D)	An objective assessment that communicates the level of institutional "readiness" for starting a cloud ERP implementation, including business process maturity model (BPMM) analysis and improvement considerations and change management requirements.	The readiness assessment will be a consolidated PowerPoint report that will contain: • Prioritized readiness activities • Change management considerations Output from BPMM analysis
Future State IT Landscape (D)	An objective assessment of the current state IT landscape and depiction of the future state landscape, including gaps between the two and identified opportunities that will inform future activities, informed by stakeholder interviews, data collection activities and targeted future state IT landscape discussions to assess current systems inventory and determine system dispositions and integration requirements.	The PowerPoint report will consist of: • Key themes/ findings from stakeholder interviews and data collected • Inventory of current IT systems landscape with indication future state dispositions • Integrations mapping between remaining systems and new ERP • Assumptions on level of complexity by integration
Transformation Roadmap & Deployment Strategy (D)	Report to outline the recommended scope for implementation, the recommended deployment strategy (i.e., Big Bang vs. sequenced roll out) as determined following a Cloud ERP Market Landscape session to inform	The PowerPoint report will provide: • Proposed deployment strategies and trade-offs between risk, cost, and time • Assumptions for readiness phase based on outcomes of Readiness Assessment

Deliverable (D) / Work Product (WP)	Description	Specifications
	strategy discussions, and timing assumptions for each phase and sub-phase in a Gantt chart format.	• Phasing and activities for the determined path forward
Technical and Functional Requirements (D)	A document detailing core business and ERP software needs, including specific functional processes (such as admissions, finance, HR, and student services) and technical requirements (integrations, security, data management, and infrastructure), as informed by the Future State IT Landscape deliverable and other earlier activities.	This Excel file will provide: • Recommended technical requirements including integrations and reporting needs • Recommended functional requirements
Phase Two: RFP Development		
Draft Request for Proposal (D)	Presents a structured overview of NU's objectives, scope, and requirements, inviting software vendors to submit proposals. It outlines background information, expectations for responses, and selection criteria	A Word document will contain or be accompanied by: • Deployment strategy from previous phase • Technical Requirements from previous phase • Evaluation scorecard (outlined below)
Evaluation Scorecard (WP)	An Evaluation Scorecard will also be prepared to support NU with an objective and transparent vendor selection process and allow NU to efficiently review responses.	The Excel-based Evaluation scorecard will: • Outline consistent evaluation criteria • Prioritize criteria and weight accordingly
Phase Three: Project Management & Implementation Support		
The specific Deliverables, Work Products and overall Phase Three approach are highly dependent on NU's forthcoming software selection and related key decisions—including which ERP pillars (HCM, Finance, and/or SIS) will ultimately be in scope, as well as implementation sequencing. Once these foundational choices are made, a tailored approach that best aligns with NU's needs and objectives will be determined. This SOW will be updated via an amendment (in accordance with Section 20 of the Master Agreement) to set out the definitive scope of work and associated pricing mutually agreed to between the parties.		

D. Priority Two: ERP Modernization Project - Timeline

The engagement will begin upon contract execution and extend through successful ERP implementation and stabilization. While a final project timeline will be developed in coordination with NU stakeholders, Priority Two's Phase One and Phase Two are estimated to be a sixteen (16) week effort to be completed within nine (9) months of contract execution.

4) Governance and Reporting

The Supplier will report to the University's Steering Committee and the Senior Vice President and Chief Financial Officer. Collaboration with other NU departments and external stakeholders will be required throughout the engagement.

5) Deliverable Acceptance

The University shall approve each Deliverable that conforms in all material respects with the specifications therefor set forth in this SOW or as otherwise agreed by the parties in writing ("Specifications"). Within ten (10) business days (or such other period agreed to in writing by the Parties) from its receipt of a Deliverable, the University shall provide the Supplier with (i) written approval of such Deliverable or (ii) a written statement which identifies in reasonable detail, with references to the applicable Specifications, all of the deficiencies preventing approval (the "Deficiencies").

The Supplier shall have up to five (5) business days (or such other period agreed upon in writing by the Parties) from the date it receives the notice of Deficiencies to complete corrective actions for such Deliverable to conform in all material respects to the applicable Specifications. The University shall complete its review of the corrected Deliverable within five (5) business days and notify the Supplier in writing of acceptance or rejection in accordance with the foregoing provisions of this Section.

Notwithstanding the foregoing provisions of this Section, approval of a Deliverable shall be deemed given by the University if the University has not delivered to the Supplier a notice of Deficiencies for such Deliverable prior to the expiration of any period for the University review thereof as set forth in this Section, or if the University uses the Deliverable in production.

To the extent that any Deliverable has been approved by the University at any stage of the Supplier's performance under the engagement, the Supplier shall be entitled to rely on such approval for purposes of all subsequent stages of the Supplier's performance. The University agrees that, in the event an approved Deliverable differs from the Specifications for such Deliverable, the Specifications shall be deemed modified to conform with such approved Deliverable.

6) Incorporation of the Proposal into the Master Agreement

The Supplier's proposal document dated January 15. 2026 (See Attachment B to the Master Agreement) constitutes part of this Agreement and is considered an Ancillary Document in accordance with Section 38 of the Master Agreement.

7) Invoicing Schedule

The Supplier shall be entitled to invoice the University according to the invoicing schedule below for Priority One ITS Operations and Priority Two ERP Modernization upon approval of each Deliverable in accordance with Section 5 (Delivery Acceptance) of this SOW.

A. Priority One: ITS Operations

Deliverable	Estimated Delivery Date	Invoice Amount
1. Current State Assessment and Benchmarking	~7 weeks after project kick-off meeting	$48,690
2. Future State IT Support Model	~11 weeks after project kick-off meeting	$93,820
3. Implementation Roadmap	~12 weeks after project kick-off meeting	$27,490
	Total:	**$170,000**

B. Priority Two: ERP Modernization Project

Deliverable	Estimated Delivery Date	Invoice Amount
Phase One: Current State & ERP Needs Assessment		
1. Readiness Assessment	~8 weeks after project kick-off meeting	$46,285
2. Future State IT Landscape	~9 weeks after project kick-off meeting	$180,750
3. Transformation Roadmap & Deployment Strategy	~12 weeks after project kick-off meeting	$92,570
4. Technical and Functional Requirements	~13 weeks after project kick-off meeting	$46,285
Phase Two: RFP Development		
1. Draft Request for Proposal	~16 weeks after project kick-off meeting	$48,565
Phase Three: Project Management & Implementation Support		*(A)*
	Total:	**$414,455**

(A) The specific timeline, labor hours and costs, and overall Phase Three approach are highly dependent on NU's forthcoming software selection and related key decisions—including which ERP pillars (HCM, Finance, and/or SIS) will ultimately be in scope, as well as implementation sequencing. Once these foundational choices are made, a tailored approach that best aligns with NU's needs and objectives will be submitted for approval by the NU Board of Regents. This SOW will be updated via an amendment (in accordance with Section 20 of the Master Agreement) to set out the definitive scope of work and associated pricing mutually agreed to between the parties.

8) Assumptions

- The Background, Purpose, and Objectives sections are included for context only and are not intended to create independent performance obligations or guarantees. Supplier's responsibilities are limited to the services and Deliverables expressly set out in this SOW in accordance with the applicable Specifications.

- In the event of any delays caused outside of Deloitte's direct control, a change or deviation in scope, any failure of any stated assumptions, or client fails to meet its obligations, Deloitte's ability to perform as set forth herein may be adversely impacted and an equitable adjustment to scope, cost, and schedule will be agreed to by the parties in a change order to account for the impact.
- Deloitte will not be precluded from pursuing or performing any future work with the University of Nebraska, including implementation of any recommendations made under this contract as a result of Deloitte's performance of the services.
- NU will appoint a Project Manager to help the Deloitte team confirm approach, communicate the project to the relevant stakeholders, and provide the team with ad hoc support if issues arise throughout the course of the Project. The expected engagement may be greater during the first phase of the project to support project logistics.
- NU shall commit necessary skilled resources and management time to reasonably support Deloitte's Services, to perform the review and acceptance cycles in a timely manner, and to accomplish the objectives of the Project.
- The Deloitte team will be given timely access to in-scope current state data and documentation, in electronic format where feasible to provide ease of use and manipulation for analysis (e.g., Excel versus PDF). NU shall provide access to and facilitate the arrangement of necessary meetings with project participants and identified stakeholders to meet the proposed project timeline and to address any reasonable and necessary follow-up project inquiries. This includes scheduling stakeholder interviews, focus groups, workshops, and distributing and assisting with the collection of data requests and surveys.
- Deloitte will work with the NU team to identify the appropriate governance structures to guide our work, including a Steering Committee comprised of NU leadership. The NU Steering Committee will be responsible for helping to define the vision for the engagement, setting guiding principles, advising, and providing input, and ultimately, serving as champions of the work providing timely direction and decisions on key matters.
- When providing services, Deloitte may utilize tools and applications available in the market, such as RPA, AI, cloud, cyber, immersive, and other similar tools and applications. These tools and applications may be utilized for their innovation, efficiency, and effectiveness.
- Deloitte will qualify any "future state" options provided to NU as "recommendations", "guidance", "options for consideration", or similarly-themed language. Deloitte will not present or make "decisions" for NU as part of the project. NU shall be solely responsible for making all management decisions, performing all management functions, and assuming all management responsibilities.
- Our performance is dependent upon the timely and effective satisfaction of NU's responsibilities and timely decisions and approvals. Deloitte will rely on all decisions and approvals by NU, and expect prompt notification of any issues, concerns, or disputes. Deloitte will rely on Executive Sponsors and the Steering Committee for timely decision-making that aligns with and supports the overall project goals and timeline.