Academic Affairs  
School of Business Administration

*Expanding the Sphere of Influence: A Vision for Increased Access Through Highly Effective Online Programming in Business Education*

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Project Management Plan
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Purpose
The primary goal of the Fully Online Degrees project is to expand the School of Business Administration’s sphere of influence by offering highly effective, online degree completion programs that enable students to achieve career goals. Achieving this goal will be accomplished by offering two fully online part-time undergraduate degrees, supporting ePortfolio and internship projects, and by supporting the social enterprise coursework.

Expected Outcomes
● Develop and deliver fully online two part-time, undergraduate degree completion programs (management and leadership and supply and logistics management) including the following: 15 courses (paired with three cluster courses from UNST).
● Support internship and ePortfolio projects. Develop and deliver ten career or academic support modules in year one and ten in year two.
● Support the social enterprise coursework. Contingent upon curriculum approval, and with the project leads form the Social Entrepreneurship Certificate, insure the development of the for-credit components of the certificate, which can be paired with the part-time undergraduate degree offerings for student requiring full-time status or seeking additional distinction through fully-online certificates.

Scope
● Develop and deliver two fully online part-time undergraduate programs: management and leadership and supply and logistics management
● Support the SBA internship project and the University Studies’ ePortfolio project.
● Develop and deliver ten career or academic support modules in year one and ten in year two (independent of the other SBA Provost Challenge projects).
● Develop the following courses:
  o MGMT 351 - Human Resource Management
  o MGMT 428 - Team Processes
  o MGMT 445 - Organization Design and Change
  o MGMT 464 - Contemporary Leadership Issues
  o MGMT 410 - Innovation for Shared Valued
  o ISQA 450 - Project Management - shared with SLM cohort see below
  o ISQA 429 - Transportation and Logistics Management
  o ISQA 439 - Purchasing and Supply Chain Management
  o ISQA 479 - Integrated Supply and Logistics Management
  o ISQA 450 - Project Management - shared with M&L cohort see above
  o ISQA 451 - Business Forecasting
  o Negotiations or Closed Loop Systems - TBD
  o BA 301 - Research and Analysis of Business Problems
  o BA 302 - Organizational Behavior
  o BA 303 - Business Finance
  o BA 311 - Marketing Management
  o BA 325 - Competing with Information Technology
Secure approval from PSU for the following courses:
- MGMT 410 - Innovation for Shared Valued
- Negotiations or Closed Loop Systems - TBD
- BA/MGMT/ISQA XXX - Applied Theories of Career and Work

Support the social enterprise coursework and Certificate with video production; D2L support; faculty support; and course and certificate proposals.

Partner with University technology resources (OAI and OIT) for teaching and learning success.

Work to resolve persistent challenges with the lack of funding related to marketing and outreach for online programs.

**Governance**

<table>
<thead>
<tr>
<th>Vice Provost for Academic Innovation and Student Success</th>
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</thead>
<tbody>
<tr>
<td>Sponsor, Project Lead and Project Manager</td>
</tr>
<tr>
<td>Project Team</td>
</tr>
<tr>
<td>Project Assistant</td>
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<tr>
<td>Other Stakeholders</td>
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</tbody>
</table>

**Roles & Responsibilities**

<table>
<thead>
<tr>
<th>Role/Assigned Parties</th>
<th>List of Responsibilities</th>
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</thead>
</table>
| Vice Provost for Academic Innovation and Student Success Sukhwant Jhaj | • Ultimate authority and responsibility for the project budget, timeline and scope  
• Provide high level leadership for the entirety of the project including ensuring that project is in line with Office of |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
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</table>
| Academic Affairs needs/goals | ● Final decision maker on all Change Requests, and any elevated Issues and Risks  
● Ensure resolution of conflicts or issues raised by the Project Sponsor and/or Project Manager  
● Responsible for executive level communication of the project  
● Assure availability of essential project resources |
| Project Sponsor              | ● Responsible for executive-level communication of the project as applicable  
● Responsible to ensure that project is in line with School of Business Administration needs/goals  
● Works to assure availability of essential project resources within the School of Business Administration  
● Overall oversight for SBA Provost Challenge project budgets |
| Project Lead                 | ● Serve as central point of communication for the project  
● Manage project budget  
● Oversee day-to-day operations of the Project Team  
● Co-manage key project documentation  
● Work closely with Project Sponsor to ensure project objectives are being met  
● Mitigate issues and risks |
| Project Manager              | ● Manage overall scope and schedule, including administrating the change management process  
● Own project management plans and processes, providing general support and project management framework to Project Lead for execution of day to day project activities  
● Make sure there are clear communication paths between all identified project roles |

Project Sponsor
- Scott Marshall, Associate Dean of Graduate Programs, School of Business Administration

Project Lead
- Jeanne Enders, Executive Director, School of Business Online Initiatives, School of Business Administration

Project Manager
- Hans VanDerSchaaf, Senior Project Manager, Office of Academic Affairs
<table>
<thead>
<tr>
<th>Manage Project Assistant</th>
<th>Manage project Actions, Issues and Decisions log (AID log), including follow-up with action and issue owners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own and manage or co-manage key project documentation</td>
<td>Provide meeting support, including scheduling and documentation</td>
</tr>
<tr>
<td>Work closely with Project Leadership to ensure project objectives are being met</td>
<td>Support project documentation needs, including project plan updates, status report updates, etc.</td>
</tr>
<tr>
<td>Mitigate issues and risks</td>
<td>Coordinate research efforts as needed</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Project Assistant</th>
<th>Executive Director, School of Business Online Initiatives, School of Business Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lia Halverson, Project Management Assistant, Office of Academic Affairs</td>
<td>Serve as first line of defense in issue and risk mitigation</td>
</tr>
<tr>
<td></td>
<td>Help define and execute overall communications plan</td>
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<tr>
<td></td>
<td>Serve as liaisons and project champions to all project stakeholders</td>
</tr>
<tr>
<td></td>
<td>Execute project communications plan as defined</td>
</tr>
<tr>
<td></td>
<td>Carry out daily project tasks</td>
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<tr>
<td></td>
<td>Create/contribute to project deliverables as applicable</td>
</tr>
<tr>
<td></td>
<td>Support requirements gathering process for business and systems requirements as applicable</td>
</tr>
<tr>
<td></td>
<td>Contribute to creation and documentation of policies and procedures as applicable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Team</th>
<th>Director, Impact Entrepreneurs, School of Business Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeanne Enders, Executive Director, School of Business Online Initiatives, School of Business Administration</td>
<td>Be available to the Project Team to answer questions and provide feedback as needed</td>
</tr>
<tr>
<td>Samad Hinton, Director of Online Business Education, School of Business Administration</td>
<td>Contribute to requirements gathering process</td>
</tr>
<tr>
<td>Saori Clark, Academic Advisor to Online ReThink Programs</td>
<td></td>
</tr>
</tbody>
</table>
- Carolyn McKnight, Executive Director of Impact Entrepreneurs, School of Business Administration
- Jeanne Enders, Executive Director, School of Business Online Initiatives, School of Business Administration
- Erica Wagner, Associate Dean, Undergraduate Programs, SBA
- Community Colleges
- Wenye Tang, Marketing Director, SBA Undergraduate Programs
- Talya Bauer, Project Lead for ReThink Internship Programs
- Melissa Trifiletti, Director of Admissions, PSU
- PSU Online Strategy Task Force
- Undergraduate Programs Office, SBA
- Students – prospective and current
- Employers
- SBA faculty
- Prospective Adjunct Faculty
- Tyler Matta, Director of Student Success, SBA
- Community partners

**Communications**

**Target Audiences**
- Vice Provost for Academic Innovation and Student Success
- Project Sponsor
- Project Team
- SBA Faculty
- Community partners
- Content partners
- Students

**Tools**
- Status Report
- Cross Projects Status Report
- Meeting Documents (agendas, minutes, other supporting materials)
- Project management AID Log
## Channels
- Email
- Meetings
- Google Drive
- Provost Challenge Website (being developed)

## Plan

<table>
<thead>
<tr>
<th>Tool</th>
<th>Purpose</th>
<th>Audience</th>
<th>Owner</th>
<th>Distributor/Channel</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Status Report</td>
<td>Provide status on project</td>
<td>Project Sponsor/Project Team</td>
<td>Project Manager</td>
<td>Project Assistant / Email</td>
<td>As needed</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Lead and Project Sponsor</td>
<td>Project Manager</td>
<td>Project Assistant / Meeting with Project Lead, Project Sponsor, and Project Manager</td>
<td>Monthly, one hour</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Leads from all SBA projects</td>
<td>Project Manager</td>
<td>Project Assistant / Meeting with all SBA Project Leads and Project Sponsor</td>
<td>Quarterly, one hour</td>
</tr>
<tr>
<td>AID Log – actions and issues follow-up</td>
<td>Capture and track actions, issues and decisions</td>
<td>All Project Participants</td>
<td>Project Manager/Project Lead / Project Assistant</td>
<td>Project Assistant / Email &amp; Phone Calls</td>
<td>As needed, but probably every two weeks</td>
</tr>
<tr>
<td>Cross Projects Status Report</td>
<td>A roll-up of the individual status reports designated to communicate Provost Challenge Program status</td>
<td>PSU Community</td>
<td>Project Manager / Project Assistant</td>
<td>Project Assistant / Provost Challenge website</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

## Assumptions
- This project has explicit support from PSU and SBA executive leadership, including the ongoing
guidance, support and resources needed to keep the project moving forward within the time provided.
- The project participants and identified stakeholders have the time to accommodate this project in addition to their daily workload.
- A market exists for the programs, courses and modules being created – prospective students have a need or desire for the benefits of this project.

### Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Owner</th>
<th>Contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management Plan</td>
<td>Project Manager</td>
<td>Project Lead, Project Team, Project Sponsor</td>
</tr>
<tr>
<td>Project Aid Log</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Work Breakdown Structure (WBS)</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Team</td>
</tr>
<tr>
<td>Project Plan</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead</td>
</tr>
<tr>
<td>Status Reports</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Cross Projects Status Report</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Course Agreements</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Team</td>
</tr>
<tr>
<td>Supplemental Wage Agreements</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Team</td>
</tr>
<tr>
<td>Meeting Documents</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Course approvals, PSU, Undergraduate Curriculum Committee</td>
<td>Project Lead</td>
<td>Project Lead, Project Team, Project Sponsor</td>
</tr>
<tr>
<td>Course approvals, SBA</td>
<td>Project Lead</td>
<td>Project Lead, Project Team, Project Sponsor</td>
</tr>
<tr>
<td>Course blueprints (i.e. standard scaffold)</td>
<td>Project Lead</td>
<td>Project Lead, Project Team, Project Sponsor</td>
</tr>
<tr>
<td>Course syllabi for all fifteen courses listed in the scope</td>
<td>Project Lead</td>
<td>Project Lead, Project Team</td>
</tr>
<tr>
<td>End-of-Project Report</td>
<td>Project Lead</td>
<td>Project Lead, Project Manager, Project Team, Project Sponsor</td>
</tr>
</tbody>
</table>

### Change Process

A change request may be submitted by any project participant. If the change does not impact the project scope as defined by project documentation (MOU, Project Management Plan and any additional statements of scope), the schedule, or the budget of the project as assigned to various categories, then
the change can simply be a conversation between the Project Lead and the Requestor. The Project Lead may then determine whether or not the change requires additional input from any member of project leadership, including the Steering Committee and Project Sponsors. Project leadership (Project Lead and Project Sponsors) may then, at their discretion, determine if a formal change request is needed.

If the change being requested will have or has the potential to have an impact on the project scope, schedule or budget then the following formal change process must be initiated:

1. The Requestor will fill out a Change Request Form as completely as possible.
2. Requestor submits the Change Request Form to the Project Manager and the Project Lead via email, who then convenes the Steering Committee if one exists.
3. The Steering Committee, if one exists, will make a recommendation to the Vice Provost for Academic Innovation and Student Success, who is the final decision-maker on all change requests. The Vice Provost for Academic Innovation and Student Success will determine the overall impact of the change, vet the change with relevant parties/stakeholders and make a decision as to whether or not the change will be approved.
4. If no Steering Committee exists, the Project Lead will share the Change Request Form with the Project Sponsors for their review and input. The Project Lead and Project Sponsors will then will make a recommendation to the Vice Provost for Academic Innovation and Student Success, who is the final decision-maker on all change requests. The Vice Provost for Academic Innovation and Student Success will determine the overall impact of the change, vet the change with relevant parties/stakeholders and make a decision as to whether or not the change will be approved.
5. The Vice Provost for Academic Innovation and Student Success or Project Sponsors will communicate the decision back to the requestor and will, subsequently, communicate any changes that were made to the scope, timeline or budget to all the appropriate parties. This will include distributing the completed request to the project team.

Appendices *(being developed)*

Appendix A: Project Management Glossary of Terms

Appendix B: Change Request Form

Appendix C: Cross Projects Dependency / Overlap Matrix

Appendix D: Project Status Report

Appendix E: Cross Projects Status Report