Academic Affairs
Departments of Chemistry and Biology
Pathways to Innovation: Reframing Chemistry and Biology Education at PSU for the 21st Century

Project Management Plan
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Purpose

The primary goal of the Pathways to Innovation project is to reframe the way that Chemistry and Biology curriculum are delivered at PSU, such that the student experience is interactive, integrative and outcome-centered.

Expected Outcomes

- **Outcomes achieved by the end of summer 2014:**
  - Online resources for students to ‘self assess’ their preparedness to test out of general chemistry or biology
  - An interactive on-line database PSU² (PSU’s Portal to Science for Undergrads) allowing students to access volunteer, work-study, internship, and mentoring opportunities
  - Creation of STEM scholars of practice supported by creating new pathways to meet general education requirements
  - Ongoing faculty development
- **Outcomes achieved by the end of summer 2015:**
  - Chemistry and Biology will develop one joint laboratory to enhance learning, and shorten the time required in introductory labs (offered in the 14-15 academic year)
  - Biology and Chemistry will develop POGIL-style instruction for one course sequence (beginning Fall 2014)
  - Biology will work with Chemistry to develop PLTL workshops for one course sequence (beginning Fall 2014)
  - Chemistry and Biology will develop an intensive laboratory research course for majors

Scope

- Develop online resources for students that enable them to reduce the time to graduation and better prepare for the job market and graduate study.
- Adjust pedagogical styles and curriculum to create robust learning environments for students enrolled in large-format courses at the Collaborative Life Sciences Building.
- Create new pathways to meet general education requirements and develop learning outcomes that help students have real marketable value, such as expanding available general education requirements for Chemistry and Biology majors to include courses such as Entrepreneurship, Technology Management and Public Health.
- Provide opportunities for ongoing faculty development, such as learning POGIL-style instruction.
● Develop a joint Chemistry/Biology laboratory to enhance learning and shorten the time required in introductory labs.
● Develop an advanced laboratory course focused on real-world research issues for Chemistry and Biology majors.
● Contacting industry to partner in informing new curriculum.
● While this project will have online components and possibly lay the groundwork for future online courses, creating fully online labs and lecture courses is not part of this project.

Governance

Vice Provost for Academic Innovation and Student Success

Steering Committee, Sponsors, Project Lead and Project Manager

Project Team

Project Assistant

Other Stakeholders

Roles & Responsibilities

<table>
<thead>
<tr>
<th>Role/Assigned Parties</th>
<th>List of Responsibilities</th>
</tr>
</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 Academic Affairs needs/goals  
● Final decision maker on all Change Requests, and any elevated Issues and Risks |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| **Steering Committee**           | • Ensure resolution of conflicts or issues raised by the Project Sponsor(s) and/or Project Manager  
                                 | • Responsible for executive level communication of the project  
                                 | • Assure availability of essential project resources  |
| Rob Strongin, Professor, Chemistry, CLAS  
Dirk Iwata-Reuyl, Professor, Chemistry, CLAS  
Jason Podrabsky, Professor, Biology, CLAS  
Gwen Shusterman, Professor, Chemistry, CLAS  
Hans VanDerSchaaf, Senior Project Manager | • Provide guidance for the project  
• Act as a collection of champions for the project at the leadership level within the University  
• Assist in Issue Management by removing obstacles inhibiting the project team or its stakeholders from forward progress  
• Engage as a decision making body if ever the Project Team is seeking guidance or cannot come to consensus  
• Oversee the Change Management process  
• Provide final approval of recommended solutions |
| **Project Sponsors**              | • Participate on the Project Steering Committee  
                                 | • Responsible for executive-level communication of the project as applicable  
                                 | • Responsible to ensure that project is in line with Chemistry and Biology Departmental needs/goals  
                                 | • Assure availability of essential project resources within the Chemistry and Biology Departments |
| Dirk Iwata-Reuyl, Professor, Chemistry, CLAS  
Jason Podrabsky, Professor, Biology, CLAS |  |
| **Project Lead**                 | • Participate on the Project Steering Committee  
                                 | • Serve as central point of communication for the project, including serving as liaison to faculty  
                                 | • Manage project budget  
                                 | • Oversee day-to-day operations of the Project Team  
                                 | • Co-manage key project documentation  
                                 | • Work closely with Project Leadership to ensure project objectives are being met  
<pre><code>                             | • Mitigate issues &amp; risks |
</code></pre>
<p>| Rob Strongin, Professor, Chemistry, CLAS |  |</p>
<table>
<thead>
<tr>
<th>Project Manager</th>
<th>Project Assistant</th>
<th>Project Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Hans VanDerSchaaf, Senior Project Manager</td>
<td>● Lia Halverson, Project Management Assistant, Office of Academic Affairs</td>
<td>● Dirk Iwata-Reuyl, Professor, Chemistry, CLAS</td>
</tr>
<tr>
<td>● Participate on the Project Steering Committee</td>
<td>● Manage project Actions, Issues and Decisions log (AID log), including follow-up with action and issue owners</td>
<td>● Jason Podrabsky, Professor, Biology, CLAS</td>
</tr>
<tr>
<td>● Manage overall scope and schedule including administering the change management process</td>
<td>● Provide meeting support, including scheduling and documentation</td>
<td>● Gwen Shusterman, Professor, Chemistry, CLAS</td>
</tr>
<tr>
<td>● Own project management plans and processes, providing general support and project management framework to Project Lead for execution of day to day project activities</td>
<td>● Support project documentation needs, including project plan updates, status report updates, etc.</td>
<td>● Mike Bartlett, Associate Professor, Biology, CLAS</td>
</tr>
<tr>
<td>● Make sure there are clear communication paths between all identified project roles</td>
<td>● Coordinate research efforts as needed</td>
<td>● Todd Rosenstiel, Associate Professor, Biology, CLAS</td>
</tr>
<tr>
<td>● Manage Project Assistant</td>
<td>● Execute project communications plan as defined</td>
<td>● Andrea Goforth, Assistant Professor, Chemistry, CLAS</td>
</tr>
<tr>
<td>● Own and manage or co-manage key project documentation</td>
<td>● Support requirements gathering process for business and systems requirements as applicable</td>
<td>● Dean Atkinson, Associate Professor, Chemistry, CLAS</td>
</tr>
<tr>
<td>● Work closely with Project Leadership to ensure project objectives are being met</td>
<td>● Contribute to creation and documentation of policies and procedures</td>
<td></td>
</tr>
</tbody>
</table>
- David Stuart, Assistant Professor, Chemistry, CLAS
- Thomas Hancock, Senior Instructor, Biology, CLAS
- Create/contribute to project deliverables as applicable
- Participate in solutions scoring and selection process
- Make final solution recommendation to the Steering Committee

Other Stakeholders
- Drake Mitchell, Associate Dean, CLAS
- Sue Beatty, Dean, CLAS
- STEM Council: Gwen Shusterman, Professor, Chemistry, CLAS; Jim Hook, Associate Dean, MCECS; and Micki Caskey, Professor, Curriculum and Instruction, and Associate Dean, GSE
- Faculty outside the project team who are directly engaged in the project, such as by developing courses/labs
- Students
- Industry partners
- Be available to the Project Team to answer questions and provide feedback as needed
- Contribute to requirements gathering process
- Be aware of and informed of work.

Communications

Target Audiences
- Provost
- Vice Provost for Academic Innovation and Student Success
- Project Sponsors
- Project Steering Committee
- Project Team
- CLAS administrative leadership
- STEM Council
- Faculty
- Students
- Community stakeholders (industry, potential donors, state government, etc.)

Tools
- Status Report
- Cross Projects Status Report
- Meeting Documents (agendas, minutes, other supporting materials)
- Project management AID Log
- Blog Posts

Channels
- Email
Meetings
Dropbox
Google Drive
Provost Challenge Website

**Plan**

<table>
<thead>
<tr>
<th>Tool</th>
<th>Purpose</th>
<th>Audience</th>
<th>Owner</th>
<th>Distributer/Channel</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Status Report</td>
<td>Provide status on project</td>
<td>Project Sponsors / Steering Committee</td>
<td>Project Manager</td>
<td>Project Assistant / Email</td>
<td>Monthly, as needed</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Lead</td>
<td>Project Manager</td>
<td>Project Assistant / 1:1 meeting between Project Lead and Project Manager</td>
<td>Weekly, if needed</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Steering Committee</td>
<td>Project Manager/Project Lead</td>
<td>Project Assistant / Steering Committee Meeting</td>
<td>Monthly, if needed</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Team</td>
<td>Project Manager/Project Lead</td>
<td>Project Assistant / Meeting</td>
<td>Monthly, if needed</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 Lead/Project Assistant</td>
<td>Project Assistant / Email &amp; Phone Calls</td>
<td>Weekly</td>
</tr>
<tr>
<td>Cross Projects Status Report</td>
<td>A roll-up of the individual status reports designated to communicate Provost</td>
<td>Project Sponsor(s)</td>
<td>Project Assistant</td>
<td>Project Assistant / Email</td>
<td>Monthly</td>
</tr>
</tbody>
</table>
Assumptions

- This project has explicit support from PSU 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 and/or incentives to accommodate this project in addition to their daily workload.
- The Departments of Chemistry and Biology have a strong and vested interested in seeing this project succeed, including a commitment to using new pedagogical styles to facilitate a more streamlined and educationally strong student experience.

Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Owner</th>
<th>Contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering Committee Charter</td>
<td>Project Manager</td>
<td>Steering Committee, Vice Provost for Academic Innovation and Student Success</td>
</tr>
<tr>
<td>Project Management Plan</td>
<td>Project Manager</td>
<td>Steering Committee, Project Team</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</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>Supplemental Wage Agreements</td>
<td>Project Manager</td>
<td>Project Manager, Project Lead, Project Team</td>
</tr>
<tr>
<td>Process Charts</td>
<td>Project Lead</td>
<td>Project Lead, Project Manager, Project Team</td>
</tr>
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<td>-------------------------</td>
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<td>---------------------------------------------</td>
</tr>
<tr>
<td>Meeting Documents</td>
<td>Project Manager/Project Lead</td>
<td>Project Manager, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Functional &amp; Technical Requirements</td>
<td>Project Manager/Project Lead</td>
<td>Project Lead, Project Team</td>
</tr>
<tr>
<td>RFQ or RFP</td>
<td>Project Manager/Project Lead</td>
<td>Steering Committee, Project Team</td>
</tr>
<tr>
<td>Scoring Criteria and Processes</td>
<td>Project Manager/Project Lead</td>
<td>Steering Committee, Project Team</td>
</tr>
<tr>
<td>Solutions Recommendation</td>
<td>Project Manager/Project Lead</td>
<td>Project Team, Other Stakeholders</td>
</tr>
<tr>
<td>Solutions Approval</td>
<td>Project Manager/Project Lead</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>End-of-Project Report</td>
<td>Project Lead</td>
<td>Project Lead, Project Manager, Project Team, Project Sponsors,</td>
</tr>
<tr>
<td>Syllabi, lesson plans, and/or detailed outlines related to newly developed courses and labs</td>
<td>Project Team</td>
<td>Project Team, Other stakeholders</td>
</tr>
<tr>
<td>Documentation of additional courses that are eligible for fulfilling general education requirements</td>
<td>Project Team</td>
<td>Project, Other Stakeholders</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. Project leadership 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 convene 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. If no Steering Committee exists, the Project Manager, Project Lead, Project Sponsors and Vice Provost for Academic Innovation and Student Success will work together to 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. The Project Sponsors or Vice Provost for Academic Innovation and Student Success 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

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