Academic Affairs
Department of Environmental Science and Management
A Coherent Set of Ten Fully Online Courses

Project Management Plan
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Purpose

The primary purpose of the Environmental Science and Management (ESM) project is to create ten fully online courses that enable undergraduate students to have more flexibility (decreasing time to degree), while helping faculty optimize work assignments to match research needs.

Expected Outcomes

● Offer the following courses online:
  o ESM 101
  o ESM 101 lab
  o ESM 102
  o ESM 102 lab
  o ESM 335
  o ESM 340
  o UNST 224
  o ESM 355U
  o SYSC 399U
  o USP 313U
● Courses will be fully online
● Student will be able to finish lab requirements for BS degree as a result of this project

Scope

● In scope:
  o Identifying suite of technologies that ESM will use that are supported by OAI and OIT
  o Decide on underlying theory of learning so that courses have the same feel/flavor
  o Decide on common elements that identify the Department and create a similar experience across courses to create overarching coherence
  o Develop branding to facilitate Departmental reputation and visibility
  o Create mechanisms by which faculty can share course materials
  o Create a process for course-level assessment (e.g. standards across courses)
  o Create a standard ESM syllabus (absence policy, intellectual integrity, student conduct, and how to take an online course, etc.)
● Out of scope:
  o Teaching assignments are the responsibility of the Department and College.
  o MOU for this Provost Challenge project does not supercede other agreements between the Department, College of Liberal Arts and Sciences, and OAA
### Governance

#### Vice Provost for Academic Innovation and Student Success

**Role/Assigned Parties**
- Sukhwant Jhaj

**List of Responsibilities**
- 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
- 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

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#### Sponsor, Project Lead and Project Manager

**Role/Assigned Parties**

**List of Responsibilities**

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#### Project Team

**Role/Assigned Parties**

**List of Responsibilities**

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#### Project Assistant

**Role/Assigned Parties**

**List of Responsibilities**

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#### Other Stakeholders

**Role/Assigned Parties**

**List of Responsibilities**

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<table>
<thead>
<tr>
<th>Project Sponsors</th>
<th>Project Lead</th>
<th>Project Manager</th>
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</thead>
</table>
| ● Yangdong Pan, Chair, Environmental Science and Management, CLAS | ● 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  
   ● Mitigate issues & risks | ● Manage overall scope and schedule including administering 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  
   ● Manage Project Assistant  
   ● Own and manage or co-manage key project documentation  
   ● Work closely with Project Leadership to ensure project objectives are being met |
| ● Johannes De Gruyter, Interim Director of Pedagogy and Platform, Office of Academic Innovation |                                                                                     |                                                                                |
|                                                      | ● Responsible for executive-level communication of the project as applicable  
   ● Responsible to ensure that project is in line with Office of Academic Innovation, and Departmental needs/goals  
   ● Assure availability of essential project resources within Office of Academic Innovation and the specific Departments |                                                                                   |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Assistant</td>
<td>- Lia Halverson, Project Management Assistant, Office of Academic Affairs</td>
</tr>
<tr>
<td></td>
<td>• Mitigate issues and risks</td>
</tr>
<tr>
<td></td>
<td>• Manage project Actions, Issues and Decisions log (AID log), including follow-up with action and issue owners</td>
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<tr>
<td></td>
<td>• Provide meeting support, including scheduling and documentation</td>
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<tr>
<td></td>
<td>• Support project documentation needs, including project plan updates, status report updates, etc.</td>
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<tr>
<td></td>
<td>• Coordinate research efforts as needed</td>
</tr>
<tr>
<td></td>
<td>• Execute project communications plan as defined</td>
</tr>
<tr>
<td>Project Team</td>
<td>• Max Nielsen-Pincus, Assistant Professor, Environmental Science and Management, CLAS</td>
</tr>
<tr>
<td></td>
<td>• Sidney Gonsalves, Graduate Teaching Assistant</td>
</tr>
<tr>
<td></td>
<td>• Molly Griffith, Instructional DesignAmy Larson, Environmental Science and Management, CLAS</td>
</tr>
<tr>
<td></td>
<td>• Barry Messer, Associate Professor, Urban Studies &amp; Planning, CUPA</td>
</tr>
<tr>
<td></td>
<td>• Catherine de Rivera, Associate Professor, Environmental Science and Management, CLAS</td>
</tr>
<tr>
<td></td>
<td>• Dick Dewey, Environmental Science and Management, CLAS</td>
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<tr>
<td></td>
<td>• Elise Granek, Associate Professor, Environmental Science and Management, CLAS</td>
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<tr>
<td></td>
<td>• Jeffrey Gerwing, Associate Professor, Environmental Science and Management, CLAS</td>
</tr>
<tr>
<td></td>
<td>• Jeremy Parra, Environmental Science and Management, CLAS</td>
</tr>
<tr>
<td></td>
<td>• Support requirements gathering process for course requirements as applicable</td>
</tr>
<tr>
<td></td>
<td>• Contribute to creation and documentation of policies and procedures</td>
</tr>
<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>
</tr>
<tr>
<td></td>
<td>• Create/contribute to project deliverables as applicable</td>
</tr>
</tbody>
</table>
### Communications

**Target Audiences**

- Project Owner
- Project Team
- Faculty
- Department Chairs
- Focus Area Lead
- Other Stakeholders
- Students

**Tools**

- Status Report
- Meeting Documents (agendas, minutes, other supporting materials)
- Project management AID Log

**Channels**

- Email
- Meetings
- Google Drive
- Wiki
- OAA Website

**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(s) / Project Team / Stakeholders</td>
<td>Project Manager</td>
<td>Project Assistant / Email</td>
<td>As needed, but prior to key academic deadlines</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</td>
<td>After meeting</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>When issues, risks, etc. are identified</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 academic and 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.
- The project team is highly adept at working independently after clear goals are established.
- General trend of curriculum development, technology and assessment are converging.

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>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>Meeting Documents</td>
<td>Project Manager/Project Lead</td>
<td>Project Manager, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Technical requirements for each Course being developed</td>
<td>OAI Instructional Designers /Graduate Teaching Assistant</td>
<td>Project Lead, Project Team, OAI, Graduate Teaching Assistant</td>
</tr>
<tr>
<td>Syllabus, and/or detailed lesson plans, for each course being developed</td>
<td>Project Team</td>
<td>Project Team</td>
</tr>
</tbody>
</table>
Assessment Summary
(1-2 page summary explaining the assessment methods and the findings, e.g. impact on student learning and course learning objectives)

| End-of-Project Report | Project Team - i.e. Cat de Rivera | Project Lead, Project Team |

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. 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 process must be initiated:

1. The Requestor will fill out a Change Request Form and will fill it out as completely as possible.
2. Requestor submits the Change Request Form to the Project Manager and the Project Lead via email.
3. 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 to make a decision as to whether or not the change will be approved.
4. The Project Sponsor 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 (currently 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 [Comment 9]