Contents

Project Management Plan
  Purpose
  Expected Outcomes
Scope
Governance
Roles & Responsibilities
Communications
  Target Audiences
  Tools
  Channels
Plan
Assumptions
Deliverables
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
Purpose
The ultimate goal of the Giving Credit where Credit is Due project is to build on past efforts and create a rigorous, reliable, and flexible framework for recognizing, measuring, and awarding credit for prior learning experiences (CPL), while upholding the quality and value of a PSU degree.

Expected Outcomes
- Build a flexible, faculty-led, academically and fiscally sound individualized approach for prior learning assessment (PLA), competency based learning, and concurrent learning assessment (CLA) for Portland State University.
- Work with Faculty Senate on approval of policies related to PLA, competency based learning assessment, and CLA.
- Pilot implementation of the PLA and CLA approach in at least one department in the College of Liberal Arts and Sciences (CLAS).
- Provide a framework for clearly defining and assessing campus-wide sustainability learning outcomes.
- Create a program to allow students to earn an undergraduate Certificate in Sustainability in their field of interest.

Scope
- Build the framework for CPL at Portland State University
- Secure Faculty Senate approval of the framework
- Pilot and further develop the framework in Institute of Sustainable Solutions, Department of World Languages and Literatures and Department of Communication
- Not in scope:
  - Institutionalize CPL across the University

Governance

<table>
<thead>
<tr>
<th>Vice Provost for Academic Innovation and Student Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering Committee, Sponsors, Project Lead and Project Manager</td>
</tr>
<tr>
<td>Project Team</td>
</tr>
<tr>
<td>Subcommittees</td>
</tr>
</tbody>
</table>
## 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  
● 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 |
| **Steering Committee**  
  ● Shelly Chabon, Associate Dean Humanities, College of Liberal Arts and Sciences  
  ● Jennifer Allen, Director, Institute for Sustainable Solutions  
  ● Cornelia Coleman, Project Manager (CLAS)  
  ● Cindy Baccar, Registrar, Enrollment Management and Student Affairs (Policies Group lead)  
  ● Annabelle Dolidon, World Languages and Literatures (co-lead, Practices Group)  
  ● Maude Hines, English (co-lead, Practices Group)  
  ● Pete Collier, Sociology (Evaluation Group lead)  
  ● Veronica Dujon, Dean of Curriculum Development and Enrollment Management CLAS (co-lead, Implementation Group)  
  ● Aleksandar Jokic, Philosophy and PSU-AAUP rep (co-lead, ) | ● 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 |
<table>
<thead>
<tr>
<th>Implementation Group</th>
<th>Project Sponsors</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Tyler Matta, SBA Student Learning &amp; Success Manager (Assessment Group lead)</td>
<td>● Participate on the Project Steering Committee</td>
</tr>
<tr>
<td>● Beth Lloyd-Pool, Institute for Sustainable Solutions (ISS Group lead)</td>
<td>● Responsible for executive-level communication of the project as applicable</td>
</tr>
<tr>
<td>● Annabelle Dolidon, World Languages and Literatures (WLL Pilot Group lead)</td>
<td>● Responsible to ensure that project is in line with CLAS and ISS needs/goals</td>
</tr>
<tr>
<td>● Jeffrey Robinson, Communication (Communication Group Lead)</td>
<td>● Assure availability of essential project resources within CLAS and ISS</td>
</tr>
<tr>
<td>● Hans VanDerSchaaf, Project Manager (OAA)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Sponsors</th>
<th>Project Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Shelly Chabon, Associate Dean Humanities, College of Liberal Arts and Sciences</td>
<td>● Participate on the Project Steering Committee</td>
</tr>
<tr>
<td>● Jennifer Allen, Director, Institute for Sustainable Solutions</td>
<td>● Responsible for executive-level communication of the project as applicable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Lead</th>
<th>Project Manager (CLAS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Shelly Chabon, Associate Dean Humanities, College of Liberal Arts and Sciences</td>
<td>● Participate on the Project Steering Committee</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Manager (CLAS)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>● Cornelia Coleman</td>
<td>● Serve as central point of communication for the project, including serving as liaison to faculty</td>
</tr>
<tr>
<td></td>
<td>● Work with Project Lead to manage all aspects of the project</td>
</tr>
<tr>
<td></td>
<td>● Supervise staff and student support</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibilities</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Project Manager (OAA)       | - Co-manage key project documentation  
- Participate on the Project Steering Committee  
- 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 (OAA)  
- Own and manage or co-manage key project documentation  
- Work closely with Project Leadership to ensure project objectives are being met  
- Mitigate issues and risks |
| Hans VanDerSchaaf           |                                                                                                                                                  |
| Project Assistant (CLAS)    | - Provide support for research, communication, contacts and logistics  
- Manage project Actions, Issues and Decisions log (AID log), including follow-up with action and issue owners  
- Provide meeting support, including scheduling and documentation  
- Support project documentation needs, including project plan updates, status report updates, etc.  
- Coordinate research efforts as needed  
- Execute project communications plan as defined |
| Project Assistant (OAA)     | - Manage project Actions, Issues and Decisions log (AID log), including follow-up with action and issue owners  
- Provide meeting support, including scheduling and documentation  
- Support project documentation needs, including project plan updates, status report updates, etc.  
- Coordinate research efforts as needed  
- Execute project communications plan as defined |
| Lia Halverson, Project Manager Assistant, Office of Academic Affairs |                                                                                                                                                  |
| Project Team               | - Contribute to creation and documentation of policies and procedures  
- Serve as first line of defense in issue and risk mitigation  
- Serve as liaisons and project champions to all project stakeholders  
- Execute project communications plan as defined |
| Cindy Baccar, Registrar, Enrollment Management and Student Affairs (Policies Group lead) |                                                                                                                                                  |
| Annabelle Dolidon, World Languages and Literatures (co-lead, Practices Group) |                                                                                                                                                  |
| Maude Hines, English (co-lead, |                                                                                                                                                  |
Practices Group

- Pete Collier, Sociology (Evaluation Group lead)
- Veronica Dujon, Dean of Curriculum Development and Enrollment Management CLAS (co-lead, Implementation Group)
- Aleksandar Jokic, Philosophy and PSU-AAUP rep (co-lead, Implementation Group)
- Tyler Matta, SBA Student Learning & Success Manager (Assessment Group lead)
- Beth Lloyd-Pool, Institute for Sustainable Solutions (ISS Group lead)
- Annabelle Dolidon, World Languages and Literatures (WLL Pilot Group lead)
- Jeffrey Robinson, Communication (Communication Group Lead)

Other Stakeholders

- PSU Faculty, including those participating in the Working Groups
- Students

Carry out daily project tasks
Create/contribute to project deliverables as applicable
Participate in CPL framework scoring and selection process
Make final solution recommendation to the Steering Committee

Be available to the Project Team to answer questions and provide feedback as needed
Contribute to requirements gathering process

Communications

Target Audiences

- Office of Academic Affairs
- Project Steering Committee
- Project Team
- Faculty
- Students
- Community partners
- Participating institutions
- PSU-AAUP, Faculty Union
- University committees
• Cross Projects Status Report
• Meeting Documents (agendas, minutes, other supporting materials)
• Project management AID Log
• Website

Channels
• Email
• Meetings
• Google Drive
• Provost Challenge Website (being developed)
• Project Wiki
• Journal publications
• Professional presentations
<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 to project stakeholders</td>
<td>Project Sponsor(s) / Steering Committee</td>
<td>Project Manager (CLAS)</td>
<td>Project Assistant (OAA)/ Email</td>
<td>Monthly</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Lead and Project Managers</td>
<td>Project Manager (OAA)</td>
<td>Project Assistant / Meeting with Project Lead, Project Manager (OAA), Project Manager (CLAS)</td>
<td>Monthly, as needed</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Managers</td>
<td>Project Manager (OAA)</td>
<td>Project Assistant (OAA) / Meeting between Project Manager (OAA) and Project Manager (CLAS)</td>
<td>Twice per month</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Steering Committee</td>
<td>Project Manager (OAA)/ Project Lead/ Project Manager (CLAS)</td>
<td>Project Assistant / Meeting</td>
<td>Quarterly, as needed</td>
</tr>
<tr>
<td>Meeting Docs</td>
<td>Facilitate efficient meetings; capture notes</td>
<td>Project Team</td>
<td>Lead of each Project Team</td>
<td>Project Wiki / Meeting</td>
<td>Varies</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</td>
<td>A roll-up of the</td>
<td>Project</td>
<td>Project</td>
<td>Project</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 to accommodate this project in addition to their daily workload.
- This is something that is being mandated for OUS by the State of Oregon’s Higher Education Coordinating Commission.
- While mandated, creating a solid framework for CPL is a desirable endeavor at Portland State University, and that will help our students save time and money for their degrees.
- This project will receive careful consideration by colleagues across PSU.
- A broad spectrum, representing the entire University, will be involved in this project.

### 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 (OAA)</td>
<td>Steering Committee, Vice Provost for Academic Innovation and Student Success</td>
</tr>
<tr>
<td>Project Management Plan</td>
<td>Project Manager (OAA)</td>
<td>Steering Committee, Project Team</td>
</tr>
<tr>
<td>Project AID Log</td>
<td>Project Manager (OAA)</td>
<td>Project Managers, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Work Breakdown Structure (WBS)</td>
<td>Project Manager (OAA)</td>
<td>Project Managers, Project Lead</td>
</tr>
<tr>
<td>Project Plan</td>
<td>Project Manager (OAA)</td>
<td>Project Managers, Project Lead</td>
</tr>
<tr>
<td>Status Reports</td>
<td>Project Managers</td>
<td>Project Managers, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>Meeting Documents</td>
<td>Project Managers</td>
<td>Project Managers, Project Lead, Project Assistant</td>
</tr>
<tr>
<td>End-of-Project Report</td>
<td>Project Lead</td>
<td>Project Lead, Project Manager, Project Team, Project Sponsors, Project Owner</td>
</tr>
<tr>
<td>Milestone Reports</td>
<td>Project Manager (CLAS), Project Lead</td>
<td>Project Lead, Project Manager (CLAS)</td>
</tr>
<tr>
<td>CPL Framework</td>
<td>Project Lead, Project Manager (CLAS)</td>
<td>Project Lead, Project Manager (CLAS)</td>
</tr>
<tr>
<td>Policy Recommendation for Faculty Senate</td>
<td>Project Lead, Project Manager (CLAS)</td>
<td>Steering Committee, Project Lead, Project Manager (CLAS)</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. 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 Managers and the Project Lead via email.
3. The Project Managers, 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 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

*All other project templates, policies, processes can be found in the I:drive at,
I:\Staff\OAA\Project Management