

Approved Project Charter, Team 1 PMGT 611:

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Project Purpose or Justification

The technology age is moving at high speed and collegiate studies are moving with it. More and more the internet is playing a major role in scholastic and administrative interaction. The opportunities for improved learning, more accurate record keeping and timely registrar actions are found on-line. Many Universities currently operate strictly on-line courses which garners greater percentages of the Universities income while lowering cost. The use of on-line resources can eliminate long lines in registry, reduce temporary staffing required for registration operations, reduce paper products requirements and enhance record keeping; all which reduce cost and overhead used by the University. “Both Bill Clinton and Barack Obama have said that universities face a poor outlook if they cannot lower their costs.”(The future of universities, 2014) This project will establish the organizational infrastructure for the University’s up and coming Information Technologies (IT) solution to integrate with the recently allied universities in to a uniformed Enterprise Resource Planning (ERP) system. “[The] ERP aims to integrate all the departments of a company into one database so that there is a single, uniform system holding all of the organization’s data and information.”(Mielach, 2011)

Overview of Project

This project will reorganize the universities IT department hierarchy, including an IT project office, develop comprehensive responsibility chain, regain and establish security and IT protocols. It will provide training for users and administrators on the new organizational theory. The end goal of the project is establish a foundation for the future implementation of a uniform enterprise resource planning system. To do so the project will establish a single department to oversee the conversion of existing data into the new system while integrating the many current systems into one.

Purpose of Project

The preparation for University's commitment to five other universities to ally with them on a uniform enterprise resource planning system requires an IT organizational overhaul. This system will link administrative, registrar, scholastic and academic resources, to reduce overall operating cost and will help create efficiency in achieving the Universities mission. The current IT structure is not efficiently meeting the current requirements, and will need an improved infrastructure to meet the upcoming challenges.

Business Need or Opportunity

Reorganizing the IT system will allow the university save money by gaining control of current IT products, eliminating waste and providing increased system integrity. This will also prepare the University for future projects, which from a strategic stand point will:

- Automate admissions—Eliminate manual processes and save significant staff time by enabling prospective students to apply online through a self-service portal
- Provide one-stop student access—Likewise, students can enroll, register, and pay for courses through the portal
- Simplify records management—With a single system for all your data needs—and a single digital record for each student—any department on campus can find the student information they need
- Engage faculty—Enable faculty to enter and update grades, and have personalized access to timely, accurate, and institution-wide information
- Manage resources—Manage personnel, funds and processes more transparently

- Strengthen decision-making—Track the metrics needed to guide day-to-day operations, meet reporting requirements, and engage your organization (Enterprise Resource Planning (ERP) System)

Financial Benefits of the Project

This project will allow the university to reduce cost by eliminating waste, redundancy and inadequate systems security. In turn this will increase revenue through reduced cost. It will also prepare the university to participate in the proposed ERP system. “The main strategic aim of ERP are saving time and increasing productivity so that organizations can in turn be more efficient and profitable.” (Mielach, 2011).

Expected Benefits

The university IT department has had a dismal success rate with IT projects with 68% of all projects being canceled, over budget, late or failing to meet performance specifications. The completion of this project will facilitate adequate staffing for greater control of IT systems, reduction in waste by improving the project approval processes, providing project oversight and documentation and increasing the overall efficiency of the universities IT system. The immediate expected return will be a 75% decrease in lost revenue due to poorly managed projects.

Future benefits of this project will establish the organizational basis for the ERP system implementation with other cooperative members and further reducing administrative cost and increasing resources.

Measurable Project Objective and Goals of Project

The Objectives for this project are reorganize the IT structure to enhance IT organizational accountability and efficiency, reduce project budget overruns and establish the infrastructure for future ERP system integration.

High Level Requirements

Project Scope:

The scope of the project is to revisit and reorganized the universities IT management structure, and policies, optimize the use of current IT assets and resources, and establish the IT Project Manager position while remaining within the budgetary constraints. And prepare the IT organization for implementation of a uniform ERP system.

Assumptions and Constraints

Assumptions for this project are that the university administration is committed to the future ERP systems upgrade therefore will be dedicated to the restructure. That the IT budget and needs will be given the priority needed to complete the agreed to tasks. The economy and university enrolment will remain on a growth-oriented path. There are no major shortages in materials, software or manpower that develop contrary to current IT and department work force structure. The possible constraints which may cause delay or cancelation of the project may be failure to hire the new Project Manager, lack of appropriate funding, poor IT discipline by the university staff, drastic economic downturns, drastic enrolment shortfalls and unforeseen natural disasters. Another danger is the possibility of not being able to work with the current ACIO in the new organizational structure. Any of the above outside influences can change the schedule, scope or cost of the project. These changes would require reevaluations by the stakeholders whether to proceed or not.

Summary Milestone Schedule

Project Start and Finish Dates

The project will begin 10 days after approval and shall be completed in 45 days.

Major Deliverables

A list of major deliverables can be found in following table:

Table 2 *Project Deliverables*

| Deliverable | Start | Finish |
|--|-----------------|-----------|
| Establish criteria for New IT Organization | Start Date (SD) | SD+3 days |
| Complete Project Plan and establish Project Office | SD+3 | SD+8 |
| Establish University IT procedures | SD+8 | SD+18 |
| Publish and Implement procedures and security and controls | SD+18 | SD+28 |
| Establish Data base conversion teams & procedures | SD+28 | SD+30 |
| Train departments on New Data input criteria and Procedures | SD+30 | SD+35 |
| Evaluate organizational structure against future needs; Document processes and lessons learned | SD+35 | SD+44 |
| Project Complete Publish Lessons learn | SD+45 | SD+45 |

Summary Budget

Project Budget

The budget of \$185,500 was established based on salary information for the 45 days use of 12 currently employed IT personnel with a mean salary of \$75,000 annually spending 50% of their time on the project; plus adding a permanent IT Project Manager to be assigned at \$117,000 annual salary; and \$10,000 for hardware and software needs.

Resources

The resources for this project are readily available. The establishment of the Project office will be accomplished by promoting the director of applications support to the Project Management (PM) position and giving her equal authority to the Assistant Chief Information Officer (ACIO). All other IT departments will dedicate 50% of their time to the project. As the training and implementation process begins each department will be converting their processes to the new procedures therefore the project will become part of their primary duties and will be accounted for as such. Each academic department IT point of contact will be training on how to function within the new IT organization

Critical Success Factors of Project

Critical to the success of this project is the ability of the IT team to assess the needs of the academic departments, regain firm control of all IT functions and security, obtain buy-in from current ACIO, train all end users and sell the project to university administrators.

Sign-offs:

The terms above are agreeable for implementation and further development of the project. The signatories below have affirmed their commitment to continue development of the said project, including the timeline and budget.

X_____

(University President)

Date_____

X_____

(Chief Information Officer)

Date_____

X_____

(Application Support Lead)

Date_____

X_____

(Network and Communications Lead)

Date_____

X_____

(PC Support Lead)

Date_____

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