ONLINE COURSE REDESIGN: INTRODUCTION TO MACROECONOMICS

Final Project Plan

EME 6631 Fall 2019

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December 9, 2019

John J. Finley, PHD.
Department Chair, Economics
State of Florida University
100 College Way
Tallahassee, FL 33066

Dear Mr. Finley,

Thank for your time and attention in considering the Online Course Redesign: Introduction to Macroeconomics project. As requested, I created a project plan to deploy the online course on time and within budget. Enclosed is my final project report including an executive summary, chapters highlighting each major deliverable, and our final One Page Project Management (OPPM) plan.

Please do not hesitate to contact us with any questions or comments. We look forward to working with you on this important initiative.

Sincerely yours,

Tim Ries
Project Manager
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EXECUTIVE SUMMARY

Kerry Williams is a Course Coordinator and Economics instructor at a prominent four-year state University. He is the Course Coordinator the Online Introduction to Macroeconomics course and has been teaching the course fully online for five years. Over the past several years, Kerry has found that enrollments and pass rates are declining, course grades have gone down, and the course is poorly reviewed in end-of-class surveys. Furthermore, students submit work late, appear to be cheating, and are generally not engaged in the course material. College Administrators are concerned the course is not meeting the course learning objectives, as well as meeting standards for quality and accessibility. After a needs analysis and evaluation of the existing course and materials, it has been determined that a full course redesign was necessary.

The scope of work for the Online Introduction to Macroeconomics course project includes the planning, designing, developing, evaluating, and launching the Online Introduction to Macroeconomics course via Canvas: The College learning management system. The course will be developed and deployed over a timeline of 16 weeks at a cost of $38,550.00. Enclosed in this Project Plan is the project charter, statement of work, implementation and stakeholder management plan, evaluation methodology, and the final OPPM (One Page Project Manager) plan.

The successful implementation of the plan will require the support of college leadership and major stakeholders at each phase and require the approval and signoff from key stakeholders as defined in the Governance structure and team roles/responsibilities section of this document. This, as well as the other significant deliverables and processes are described in the following plan.

PROJECT CHARTER

Online Course Redesign: Introduction to Macroeconomics

Description

Kerry Williams is an Economics instructor at a prominent four-year state University. He has been teaching a fully online Macroeconomics course for five years, but has found that enrollments are down, pass rates are declining, and the course is poorly reviewed in end-of-class surveys. Furthermore, students submit work late, appear to be cheating, and are generally not engaged in the course material. After an evaluation of the existing course and materials, Kerry determined that a full course redesign was necessary.

Purpose

The purpose of this project is to increase student retention in the course, improve course scores and outcomes, and enhance the educational value of the course to Students.

Scope

The scope of this project encompasses a full course redesign, including phases of project planning (including the Statement of Work), content strategy and design, content selection and production (including original video production), formative evaluation, and final review and course launch.

Goals

- Improve course retention rates.
- Improve course pass rates.
- Improve student participation and engagement.

Objectives

- Review end-of-class surveys to identify problems areas in course.
- Write performance objectives for course.
- Develop Assessment instruments.
- Develop instructional strategy.
- Develop and select instructional materials.
- Conduct formative evaluation of instruction.
- Review end-of-semester score and retention data, and satisfaction surveys for improvements.

Core Project Stakeholders and Roles

Project Phase	Stakeholders	Roles
Phase 1: Project Initiation & Charter Development (Pre-project planning)	Project Manager	Defines goals, objectives, and scope of project. Estimate project resources and costs. Creates project timeline and milestones. Creates communication plan for stakeholders
	Course Coordinator	Define instructional goals and learning objectives
	Department Chair	Ensures goals and objectives meet department standards
	eLearning Quality Manager	Ensures goals and objectives meet quality standards
	Associate Instructional Designer	Helps define goals and objectives Helps create project timeline and milestones.
	Media Producer	Helps define resources needed
Phase 2: Project Planning and Statement of Work Development	Project Manager	Building Work Breakdown Structure, Project Timeline and milestones, and Cost breakdown
	Course Instructor	Writes performance objectives for course Develops assessment instruments Reviews publisher materials
	Department Chair	Provides course outcomes
	eLearning Quality Manager	Provides quality guidelines for course development
	Associate Instructional Designer	Creates instructional strategy
	Media Producer	Resource planning and acquisition
	Publishers Representative	Helps align content to course objectives
Phase 3: Project Leadership and Stakeholder Management	Project Manager	Assesses risks to schedule and budget, and adherence to project objectives. Leads weekly and or ad hoc stakeholder meetings.
	Course Instructor	Provides status updates on content development

	Department Chair	Kept in loop on project progress
	eLearning Quality Manager	Provides feedback on quality and accessibility issues
	Associate Instructional Designer	Provides status updates on course design and implementation
	Media Producer	Provides status updates on media and content creation
	Publishers Representative	Provides status updates on third-party tools and content delivery.
Phase 4: Implementation and Project Monitoring & Evaluation	Project Manager	Mitigates risk to schedule and costs
	Course Instructor	Make content revisions as necessary
	Department Chair	Review high-level course objectives
	eLearning Quality Manager	Course quality evaluation and certification
	Instructional Designer	Conducts formative evaluation with Student reviewers Conducts formative evaluation with Peer reviewers Submit course for Quality review Make design revisions as necessary
	Media Producer	Make media revisions as necessary
	Student Reviewers	Participate in formative evaluation sessions
	Peer Reviewers	Participate in formative evaluation sessions
Phase 5: Project Completion and Closeout (Final Project Plan)	Project Manager	Provides summary of final project timelines, cost, and objectives to stakeholders.
	Course Coordinator	Signs off on content
	Department Chair	Signs off on course launch
	eLearning Quality Manager	Signs off on course launch
	Associate Instructional Designer	Signs off on design

Resources and Cost Estimates

Resource	Unit Cost	Quantity	Cost Estimate
Project Management	100.00 hr.	128	12,800.00
Instructional Design	50.00 hr.	170	8,500.00
Media Production	100.00 hr.	73	7,300.00
Video Production Contractors	150.00 hr.	65	9,750.00
Student Focus Group	100.00 daily	2	200.00
Total			**38,550.00**

Major Milestone Schedule

Project Phase	Date
Phase 1: Phase 1: Project Initiation & Charter Development (Pre-project planning)	July 15
Project Charter complete	Aug. 1
Phase 2: Project Planning and Statement of Work Development	
Statement of Work complete	Aug. 15
Phase 3: Project Leadership and Stakeholder Management	
Review of publisher materials	Sept. 15
Instructional strategy complete	Sept. 15
Content delivered	Oct. 15
Media and video delivered	Oct. 15
Formative evaluation complete	Dec. 1
Revisions complete	Dec. 1
Course launch	Dec.15
Phase 4: Implementation and Project Monitoring & Evaluation	
Instructor training	Dec. 30
Phase 5: Project Completion and Closeout (Final Project Plan)	
Feedback and revisions	Jan. 15

STATEMENT OF WORK

Project Scope

The scope of work for the Online Introduction to Macroeconomics course project includes the planning, designing, developing, evaluating, and launching the Online Introduction to Macroeconomics course via Canvas: The College learning management system. It will be developed using a combination of internal staff and resources, as well as outside video production services. Internal staff and team members will be responsible for defining course learning objectives and assessments, the selection and creation of instructional content, and the evaluation and testing of course materials. The video production vendor will be responsible for the content development (including scripting and storyboarding), video production (including recruiting and acquiring production staff and acting talent), and post-production (editing) of instructional video material, and for adhering to the overall project budget, schedule, and objectives. The project tasks will be completed as defined in the Work Breakdown Structure and delivered according to the milestones and schedule. The Project Manager will lead all stakeholder communications and status updates via the OMPM (every two weeks). The PM will also be responsible for risk management and mitigation, and for any ad hoc stakeholder communications and meetings as needed. Content revisions will be kept at a minimum and only within the approved budget and timeline. Each phase will require the approval and signoff from key stakeholders as defined in the Governance structure and team roles/responsibilities section of this document. The scope of work does not include any work related to other courses in the department or work performed by any non-approved consultants or vendors.

Governance Structure and Team Roles/Responsibilities

The governance structure and team roles are described, as well as stakeholder involvement for decision making:

Department Chair: Has final approval of all schedules, budgets, and deliverables, and for aligning the project goals and objectives to those of the University.

eLearning Quality Manager: Has final approval related to Quality and Accessibility standards. Acts as advisor during design and development process.

Course Coordinator: Responsible for learning objectives, assessment instruments, and instructional materials. Has approval over all content-related decisions.

Project Manager: Responsible for project planning, leadership, and stakeholder communications, including ongoing risk assessment and management. Ensures quality standards are being met, and for monitoring schedules and budgets.

Associate Instructional Designer: Reports to Project Manager and assumes duties related to design and development deliverables as determined by the PM.

Media Producer: Utilizes internal and external resources and facilities to produce video deliverables, including hiring production staff and talent, equipment rental and supplies, and post-production and editing.

Publishers Representative: Acts as consultant and provider of third-party instructional materials and digital resources.

Student and Peer Reviews: Temporary assistance retained by PM and Course Coordinator.

Governance Chart
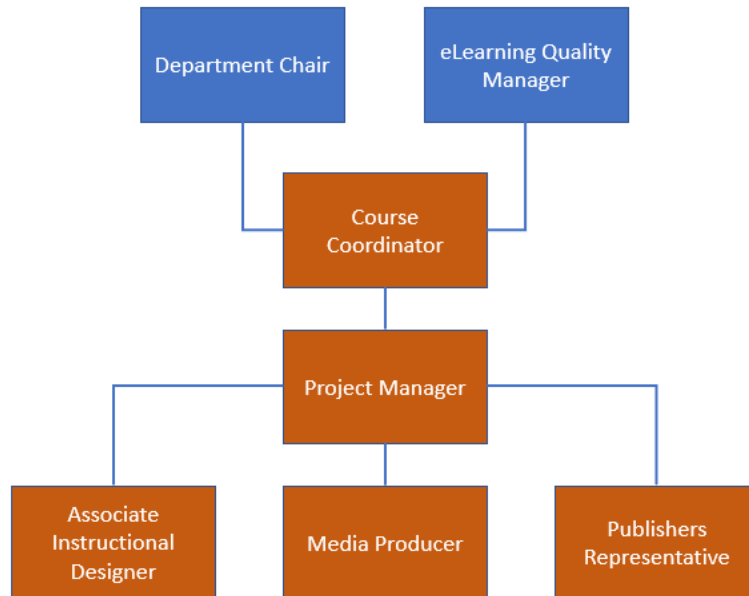
Team Roles and Responsibilities by Phases

Project Phase	Stakeholders	Roles
Phase 1: Project Initiation & Charter Development (Pre-project planning)	Phase Leader: Project Manager	Defines goals, objectives, and scope of project. Estimate project resources and costs. Creates project timeline and milestones. Creates communication plan for stakeholders.
	Course Coordinator	Define instructional goals.
	Department Chair	Ensures goals and objectives meet department standards.
	eLearning Quality Manager	Ensures goals and objectives meet quality standards.
	Associate Instructional Designer	Helps define goals and objectives. Helps create project timeline and milestones.
	Media Producer	Helps define resources needed.
Phase 2: Project Planning and Statement of Work Development	Phase Leader: Project Manager	Creates Work Breakdown Structure, Project Timeline and milestones, and Cost breakdown.
	Course Coordinator	Writes learning/performance objectives for course. Develops assessment instruments. Reviews publisher materials.
	Department Chair	Provides institutional course objectives and outcomes.

	eLearning Quality Manager	Provides quality guidelines for course development.
	Associate Instructional Designer	Creates instructional strategy.
	Media Producer	Resource planning and acquisition.
	Publishers Representative	Helps align course materials and content to course objectives.
Phase 3: Content and Media Production and Implementation	Phase Leader: Project Manager	Assesses risks to schedule and budget, and adherence to project objectives. Leads weekly and or ad hoc stakeholder meetings.
	Course Coordinator	Provides status updates on content development.
	Department Chair	Kept in loop on project progress.
	eLearning Quality Manager	Provides feedback on quality and accessibility issues.
	Associate Instructional Designer	Provides status updates on course design and implementation.
	Media Producer	Provides status updates on media and content creation.
	Publishers Representative	Provides status updates on third-party tools and content delivery.
Phase 4: Formative Evaluation	Phase Leader: Project Manager	Mitigates risk to schedule and costs
	Course Instructor	Make content revisions as necessary
	Department Chair	Review high-level course objectives.
	eLearning Quality Manager	Course quality evaluation and certification.
	Instructional Designer	Conducts formative evaluation with Student reviewers. Conducts formative evaluation with Peer reviewers. Submit course for Quality review. Make design revisions as necessary.
	Media Producer	Make media revisions as necessary.
	Student Reviewers	Participate in formative evaluation sessions.
	Peer Reviewers	Participate in formative evaluation sessions.
Phase 5: Project Completion and Launch	Project Manager	Provides summary of final project timelines, cost, and objectives to stakeholders.
	Course Instructor	Signs off on content
	Department Chair	Signs off on course launch
	eLearning Quality Manager	Signs off on course launch
	Instructional Designer	Signs off on design

Work Breakdown Structure and Project Schedule (See file: Ries_Final OPPM_EME6631 Fall 19.xlsx)

The Work Breakdown Structure and Project Schedule presents major project tasks, target dates, task owners, project risks, and costs/resource requirements.

Resources and Cost Estimates

Costs are provided as the sum of billable items and type of resource and grouped by project phases. Note: The Media Technology Services (MTS) and Instructional design Services (IDS) groups function as separate entities within the University. Costs are itemized, approved by, and ultimately charged back to the department.

Detailed Cost Schedule

Project Phase	Resource	Billable Items	Unit Cost	Quantity	Total Cost
Phase 1: Project Initiation & Charter Development (Pre-project planning)	Project Manager	Define goals, objectives, and scope of project. Estimate project resources and costs. Creates project timeline and milestones. Creates communication plan for stakeholders	100.00 hr.	20	2000.00
	Associate Instructional Designer	Assist define goals and objectives Assist create project timeline and milestones.	50.00 hr.	10	500.00
	Media Producer	Resource and cost estimates	100.00 hr.	3	300.00
Phase 2: Project Planning and Statement of Work Development	Project Manager	Build Work Breakdown Structure, Project Timeline and milestones, and Cost breakdown	100.00 hr.	20	2000.00
	Associate Instructional Designer	Instructional strategy	50.00 hr.	40	2000.00
Phase 3: Project Leadership and Stakeholder Management	Project Manager	Assesses risks to schedule and budget, and adherence to project objectives. Leads weekly and or ad hoc stakeholder meetings.	100.00 hr.	80	8,000.00
	Associate Instructional Designer	Assist content design Provides status updates on design and development schedule	50.00 hr.	80	4000.00
	Media Producer	Pre-production planning	100.00 hr.	10	1000.00
		Talent and production resource planning	100.00 hr.	10	1000.00
		Storyboarding	100.00 hr.	10	1000.00
		Script development	100.00 hr.	20	2000.00
		Recruiting and contracting	100.00 hr.	20	2000.00
	Video Production Contractors	Shooting	150.00 hr.	40	6000.00
		Post-production and editing	150.00 hr.	20	3000.00
		Revisions	150.00 hr.	5	750.00

	Student Focus Group	Lunch for Peer Review sessions	100.00 per day	2	200.00
Phase 4: Implementation and Project Monitoring & Evaluation	Project Manager	Gather feedback and oversee revisions	100.00 hr.	8	800.00
	Associate Instructional Designer	Instructor training development and delivery	50.00 hr.	40	2000.00
Phase 5: Project Completion and Closeout (Final Project Plan)		Project debrief	100.00 hr.	3	300.00
Total					**38,550.00**

Summary Cost Schedule

Resource	Unit Cost	Quantity	Total Cost
Project Manager	100.00 hr.	128	12,800.00
Associate Instructional Designer	50.00 hr.	170	8,500.00
Media Producer	100.00 hr.	73	7,300.00
Video Production Contractors	150.00 hr.	65	9,750.00
Student Focus Group	100.00 daily	2	200.00
Total			**38,550.00**

Risk Management Plan

The risk management plan identifies project risks associated with known risk factors and/or assumptions regarding project scope, stakeholder, resource, and timeline elements. In addition, a mitigation strategy is presented to address scope elements to minimize project risk.

Risk	Description	Owner	Severity	Probability	Mitigation Strategy
Aggressive project timeframe	This schedule represents an extremely compressed timeframe. The level of risk depends mainly on the accurate assessment of content and media production time and cost estimates.	Project Manager	High	Medium	Monitor production schedules closely. Have backup content and media production resources available including multiple Publisher content options.
Lack of suitable publisher materials	Lack of suitable publisher materials may increase risk of having to develop additional original content, which will put pressure on resources, time, and budget.	Course Coordinator	Medium	Medium	Seek multiple publisher options, reuse previously developed content, acquire existing video works.
Scarce media production resources	Video production services providers tend to be scarce this time of year, especially technical staff.	Media Producer	High	Medium	Begin recruiting early (before storyboarding and script development), put Contractors on retainers, RFPs from multiple vendors.
Extended revision cycle	Revisions to video and scripts require additional talent and production time.	Course Coordinator	High	Low	Careful planning and content review (storyboarding and script development) should mitigate this risk.

IMPLEMENTATION AND STAKEHOLDER MANAGEMENT PLAN

Implementation Plan Scope

The implementation plan provides a narrative of how the elements of the project plan will be rolled based on key activities and dates, describes the interaction and input among the project stakeholders and plans for communications, provides a plan for adoption and change management, and describes a plan for risk management.

Key Implementation Dates and Activities

Activity	Delivery Date	Primary Stakeholder	Description
Formative Evaluation	Dec. 1	Associate Instructional Designer	Formative Evaluation will be conducted via Student focus groups, where they will be asked to evaluate the course based on their overall satisfaction and degree of learning (using a sample module). Data will be collected via questionnaires (quantitative input) and interviews (qualitative input).
Revisions I	Dec. 15	Associate Instructional Designer	Output data will be collated and analyzed, and a list of revisions drafted.
Instructor Training Development	Dec. 30	Associate Instructional Designer	A High -level train design document will be created, as well as a training plan and training materials.
Instructor Training	Jan. 3	Associate Instructional Designer	Classroom training in a computer-based classroom.
Course launch	Jan. 4	Department Chair	Approval and sign-off
Summative Evaluation	Jan. 15	Course Coordinator	Feedback from Students enrolled in live class. Data will be collected via online survey (quantitative input) and free-response input (qualitative input).
Revisions II	Jan. 21	Associate Instructional Designer	Output data will be collated and analyzed, and a list of revisions drafted.
Debrief	Jan. 30	Project Manager	Meeting of all major stakeholders to evaluate project outcomes. Data gathered for improvements to both produce and process.

Stakeholder Management Plan

The stakeholder management plan identifies all project stakeholders, their roles, level of impact of project outcomes, and the management/communication plan. It begins with a summary of the methods of communications that will be employed throughout lifespan of the project.

Methods of Communication

Stakeholder Status Meetings: In-person meetings to include all available stakeholders. Review high-level status of all major project objectives and milestones including risks, impact on schedule, budget and deliverables, change requests, and mitigation strategies.

Department Status Meetings: In-person weekly meetings (or via Zoom) to include department leader and appropriate staff. Review status of department deliverables including risks and mitigation strategies.

Informal Meetings: Ad-hoc meetings with individuals to uncover any unforeseen circumstances, escalation issues, or risks,

Reports: Updates to OMPP, including changes to schedule, risks, or expenditures.

Stakeholder Identification and Impact Analysis

| Stakeholder	Degree of Impact	Management Plan
Department Chair: Responsible for aligning the project goals and objectives to those of the University.	**High**: Outcome of project directly impacts the goals and objectives of the University.	Participant in Stakeholder Status Meetings, provided with ad hoc reports as requested.
eLearning Quality Manager: Responsible for compliance with Quality and Accessibility standards. Acts as advisor during design and development process.	**Medium**: Outcome of project has some effect goals and objectives of the University, but high impact on goals and objectives of department.	Participant in Stakeholder Status Meetings, Department Status Meetings. Provides input to OMPP.
Course Coordinator: Responsible for learning objectives, assessment instruments, and instructional materials. Has approval over all content-related decisions.	**High**: Outcome of project directly impacts the goals and objectives of the University.	Participant in Stakeholder Status Meetings, Department Status Meetings. Provides input to OMPP.
Project Manager: Responsible for project planning, leadership, and stakeholder communications, including ongoing risk assessment and management. Ensures quality standards are being met, and for monitoring schedules and budgets.	**High**: Outcome of project directly impacts the goals and objectives of the University.	Participant in all meetings, provides output of OMPP to all stakeholders.
Associate Instructional Designer: Reports to Project Manager and assumes duties related to design and development deliverables as determined by the PM.	**Low**: Outcome of project mainly affects goals and objectives of lower divisions.	Participant in Informal Meetings, Department Status Meetings as needed.
Media Producer: Utilizes internal and external resources and facilities to produce video deliverables, including hiring production staff and talent, equipment rental and supplies, and post-production and editing.	**Medium**: Outcome of project has some effect goals and objectives of the University, but high impact on goals and objectives of department.	Participant in Stakeholder Status Meetings, Department Status Meetings. Provides input to OMPP.
Publishers Representative: Acts as consultant and provider of third-party instructional materials and digital resources.	**Low**: Outcome of project mainly affects goals and objectives of lower divisions.	Participant in Informal Meetings.
Student and Peer Reviews: Temporary assistance retained by PM and Course Coordinator.	**Low**: Outcome of project mainly affects goals and objectives of lower divisions.	Participant in Informal Meetings.

Change Management Plan

The change management plan describes a strategy for stakeholders to adopt the project plan. It describes the project governance structure and the role stakeholders will play in the adoption. It also

The plan for change management includes formative and summative evaluation, each with its own revision cycle. Primary stakeholders will approve and sign off on each of these revision phases. In addition, an Instructor training plan will be developed, with the objective to prepare Instructor's to teach the course using the new course pedagogy and materials. Finally, all stakeholders will meet to debrief to gauge project level of success and satisfaction.

Governance Chart

Describes a hierarchy of reporting and approval structure.
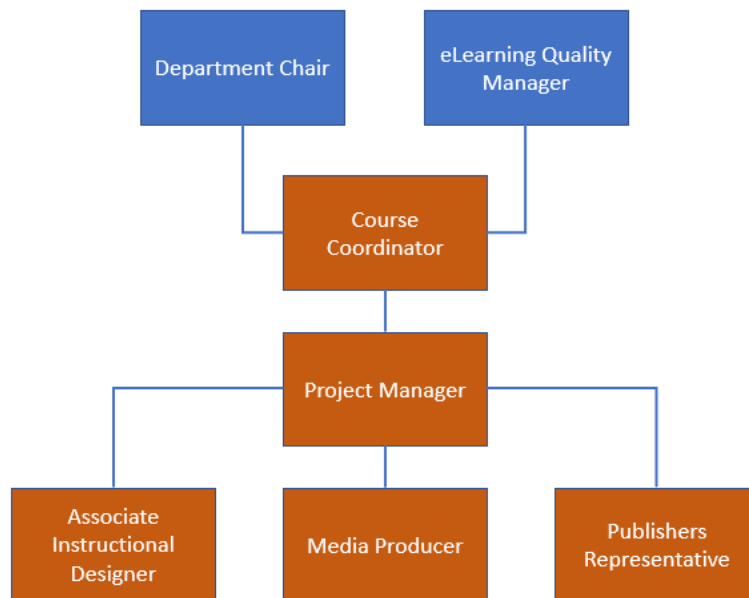
Adoption Strategy

Describes the roles each stakeholder plays in the implementation.

Stakeholder	Adoption Strategy
Department Chair	Has approval power over all deliverables, change requests, schedule and budget changes.
eLearning Quality Manager	Has approval power over all Quality compliance issues
Course Coordinator	Has approval power over all Content, including original works as well as publisher-provided content.
Associate Instructional Designer	Has no approval power
Media Producer	Has approval power over media development and production, including staffing and resource acquisition decisions.
Publishers Representative	Has no approval power
Student and Peer Reviews	Has no approval power

Change Plan

Describes how project changes are managed by the project team.

Activity	Delivery Date	Primary Stakeholder	Approval and sign-off
Formative Evaluation	Dec. 1	Associate Instructional Designer	Project Manager
Revisions I	Dec. 15	Associate Instructional Designer	Project Manager
Instructor Training Development	Dec. 30	Associate Instructional Designer	Project Manager
Instructor Training	Jan. 3	Associate Instructional Designer	Project Manager
Course launch	Jan. 4	Department Chair	Department Chair
Summative Evaluation	Jan. 15	Course Coordinator	Department Chair eLearning Quality Manager
Revisions II	Jan. 21	Associate Instructional Designer	Project Manager
Debrief	Jan. 30	Project Manager	Department Chair

Risk Management Plan

The risk management plan identifies project risks associated with known risk factors and/or assumptions regarding project scope, stakeholder, resource, and timeline elements. A mitigation strategy is presented to address scope elements to minimize project risk. In addition, a mitigation Implementation plan is presented.

Risk	Description	Owner	Severity	Probability	Mitigation Strategy	Mitigation Implementation
Aggressive project timeframe	This schedule represents an extremely compressed timeframe. The level of risk depends mainly on the accurate assessment of content and media production time and cost estimates.	Project Manager	High	Medium	Monitor production schedules closely. Have backup content and media production resources available including multiple Publisher content options.	Hire backup production contractors as necessary. Have publishers align content to objectives to assess which aligns best.
Lack of suitable publisher materials	Lack of suitable publisher materials may increase risk of having to develop	Course Coordinator	Medium	Medium	Seek multiple publisher options, reuse previously developed content, acquire existing video works.	Search internal databases for reusable content. Align toe course objectives to

	additional original content, which will put pressure on resources, time, and budget.					evaluate suitability.
Scarce media production resources	Video production services providers tend to be scarce this time of year, especially technical staff.	Media Producer	High	Medium	Begin recruiting early (before storyboarding and script development), put Contractors on retainers, RFPs from multiple vendors.	Draft retainer contracts and contact recruiters. Pull list of qualified candidates from HR.
Extended revision cycle	Revisions to video and scripts require additional talent and production time.	Course Coordinator	High	Low	Careful planning and content review (storyboarding and script development) should mitigate this risk.	Put hard stop on all revisions after Dec.15.

EVALUATION METHODOLOGY

Deployment Strategy

The Deployment Strategy ensures that milestones for key deliverables are being met and that all stakeholders are involved according to the communication plan. It includes key performance indicators being used to monitor the project implementation. It also includes the data and methods used to evaluate the implementation of the project.

Deployment Strategy Table

Deliverable	WBS	Timeline	Key Stakeholders	Communication & Tasks
Phase 1: Project Initiation Phase 1: Project Initiation & Charter Development (Pre-project planning)				
Project Charter				Approved
Phase 2: Project Planning and Scope Development Phase 2: Project Planning and Statement of Work Development				
Define goals, objectives, and scope of project	1.1	Week 1-2	Project Manager Course Coordinator	Stakeholder Status Meeting
Estimate project resources and costs	1.2	Week 1-2	Project Manager Associate ID	Stakeholder Status Meeting
Create project timeline and milestones	1.3	Week 1-2	Project Manager Course Coordinator	Stakeholder Status Meeting
Create communication plan for stakeholders	1.4	Week 1-2	Project Manager	Stakeholder Status Meeting
Project Statement of Work Completed	1.5	Week 1-2	Project Manager Course Coordinator	Stakeholder Status Meeting Sign off on milestone
Phase 3: Project Leadership and Stakeholder Management				
Define instructional goals and learning objectives	2.1	Week 3-4	Course Coordinator Associate ID	Department Status Meeting
Develop assessment instruments	2.2	Week 3-4	Course Coordinator Associate ID	Department Status Meeting
Review publisher materials	2.3	Week 3-4	Course Coordinator Associate ID	Department Status Meeting
Create instructional strategy	2.4	Week 3-4	Associate ID Course Coordinator	Stakeholder Status Meeting Sign off on milestone
Resource and acquisition plan	2.5	Week 3-4	Content Producer Associate ID	Stakeholder Status Meeting Sign off on milestone
Phase 4: Implementation and Project Monitoring & Evaluation				
Content development	3.1	Week 4-7	Course Coordinator Associate ID	Department Status Meeting Ad Hoc Meetings
Media production	3.2	Week 4-7	Content Producer Course Coordinator	Department Status Meeting Ad Hoc Meetings
Beta Site Launched	3.3	Week 4-7	Project Manager Course Coordinator	Stakeholder Status Meeting Sign off on milestone
Conduct formative evaluation sessions	4.1	Week 8-9	Course Coordinator Associate ID	Department Status Meeting Ad Hoc Meetings
Make content revisions	4.3	Week 8-9	Course Coordinator Associate ID	Department Status Meeting Ad Hoc Meetings

Phase 5: Project Completion and Closeout				
Approvals and Signoff	5.1	Week 9-10	Department Chair Project Manager	Stakeholder Status Meeting Sign off on milestone
Course Launch	5.2	Week 10		

Implementation Evaluation Plan

The implementation evaluation plan will be used to monitor the effectiveness of project implementation, communications, and overall team morale. Both quantitative measures and qualitative data will be gathered and collated. Based on the data gathered, remediation or improvements will be made to the implementation or communication plans.

Data Sources

Type: Survey

Audience: Primary stakeholders and phase leaders.

Description: This will be a bi-weekly Qualtrics survey to gather quantitative data on stakeholder satisfaction with the implementation and communication plans. Results will be collated and reviewed by department chair, and meetings held to mitigate risks or make improvements

Type: Stakeholder Evaluation Forms

Audience: Primary stakeholders and phase leaders.

Description: A tool used to evaluate members of the project team using a combination. Team members are encouraged to provide open and honest feedback regarding their colleague's performance and team dynamics. Evaluation form feedback would be visible only by the Department Chair (lead stakeholder) to gauge any problems with team or individual performance.

Type: Slack Channel

Audience: Primary stakeholders and all project staff.

Description: This will be an informal communication channel monitored by the Project Manager to gauge areas of needs (information, support, resources) and assess overall satisfaction and morale.

Evaluation Rubrics

Type: Survey

Audience: Primary stakeholders and phase leaders.

Metrics:

Level of satisfaction express as Likert scale (1 being lowest, 5 highest)

- Satisfaction with quality of project deliverables
- Satisfaction with level of project communication
- Satisfaction with project leadership
- Satisfaction with project resources (documents, guidelines, job aids)
- Satisfaction with effectiveness of project meetings.

Type: Stakeholder Evaluation Forms

Audience: Primary stakeholders and phase leaders.

Metrics:

Likert scales (1-5) with optional free response input.

- Level of satisfaction with member adherence to schedule (Provide details).
- Level of satisfaction with member adherence to budget (Provide details).
- Level of satisfaction with quality of member deliverables (Provide details).
- Level of satisfaction with level of member communication (Provide details).
- Level of satisfaction with member leadership (Provide details).
- Level of satisfaction with member responsiveness and engagement (Provide details).

APPENDIX

Work Breakdown Structure: See file Ries_Final OPPM_EME6631 Fall 19.xlsx