Project Charter for Reimagined Education Program

Executive Summary

This project charter describes and details the Reimagined Education Program project to guide stakeholders and team members in successfully releasing and implementing the program to members. Specifically, the charter explains the purpose of the project, discusses high-level requirements of the REP and describes its goals and current status. Organizational and project objectives, along with success criteria, are included to help guide the project and those involved. This charter investigates the scope of the REP by phase and summarizes projected milestones and budgeted work efforts. It indicates stakeholders and influencers involved in the project as well as all project roles and their responsibilities. Finally, assumptions, constraints and risks have been categorized and anticipated.

Project Purpose

The Reimagined Education Program (REP), part of [redacted]'s 2015 Strategic Plan, will increase the relevance of current communication and leadership educational materials and increase their alignment with global professional needs and adult learning best practices. By modernizing, standardizing and technologically enabling the member learning experience, the REP will help improve organizational outcomes such as retention, growth and reputation by increasing member participation in education.

Project Description

The initial needs assessment and solution identification are complete. As of May 2015, the project is focused on:

- Creating new educational content to increase the level of quality and to provide flexibility in delivery methods.

- Implementing a learning management system (LMS) to facilitate content delivery and progress tracking.

- Leveraging LMS social collaboration functionality to enable mentorship and collaboration between and among members and offices.

- Updating products, processes and systems impacted by the REP, both at World Headquarters and at the office level, that support learning activities.

The project will leverage the experience and perspectives of select members and officers from across the world, as well as the knowledge and expertise of numerous World Headquarters staff members. A flexible project management methodology will be used to ensure that these different resources, their dependencies and the deliverables they produce all support the project's objectives and schedule, without creating unnecessary bureaucracy.

High-level Requirements

1. New content must be competency-based and integrate leadership and communication.

2. Projects must have real-world applicability, focusing on transferrable skills.

3. Content must be easily accessible in both print and online formats. The online format will include videos, tips and tools.

4. The educational experience must be tailored to individual needs and have structure and consistency from office to office.

5. Recognition must be frequent, with a clear path leading to achievable milestones in reasonable timeframes.

6. The LMS must support multiple languages, multi-channel content delivery and progress reporting.

Objectives

Organizational Objectives	Success Criteria
1. Modernize the learning content to increase member perception of quality and value	Increase education achievements by 5.5% annually
2. Modernize learning delivery and tracking	A majority of REP participants use the LMS within two years of rollout completion
3. Improve member retention	TBD
4. Grow new membership	TBD
5. Reduce calls and emails received by Member Support	TBD

Project Objectives	Success Criteria (at rollout first phase, unless otherwise noted)
1. Implement Cornerstone on Demand (CSOD) LMS, including Competency Management and Social Collaboration, and integrate as needed with other [redacted] systems	• LMS is available to members participating in REP with either online or print content • All needed integrations with AMS are complete and functioning properly
2. Provide an education experience customized to the member's real-world needs and experience	• Members are offered multiple learning paths composed of meaningful projects with interactive elements • Members are offered an education assessment to help determine their learning paths

3. Make educational offerings available both online and in print	• All learning paths are available in LMS and five paths are available in print
4. Allow officers to access LMS data about members' learning and achievements	• Members' educational achievements are visible to officers, either in the LMS or through an integration with AMS
5. Support the following eight languages: Arabic, French, German, Japanese, Portuguese, Simplified Chinese, Spanish, Traditional Chinese	• All content is available in Simplified Chinese and Spanish • By last phase of rollout, all content is available in remaining six languages

Project Scope

In scope for REP, at first phase of rollout:

- Education assessment (online only)
- Management in LMS of 10 online paths, including projects, video and resources
- Handbook (Online and in print)
- Five paths available in print
- Self-print capability for all online projects in the LMS
- New mentoring program
- Improved evaluation process
- Translation of REP content, including videos, available at rollout to each impacted country
- Development and deployment of REP rollout training and support materials for office, district, area and division leaders
- Revised recognition program during rollout and parallel period
- LMS access for all active members who have completed the assessment in each rollout phase
- LMS/AMS single sign on
- Data integration between Personify and LMS
- Updates to Personify needed to support new recognition program
- Updates to Personify needed to support process changes
- Updates to non-education products/materials (website, marketing, etc.) to reflect REP
- Implementation of CSOD Learning, Competency Management and Connect
- Development of training/support materials for WHQ

In scope for REP, after first phase of rollout (may be during later phases of rollout or post-rollout):

- LMS user self-registration (if needed; depends on process decisions)*
- Translation of REP content, including videos (French, German, Arabic, Portuguese, Japanese, Traditional Chinese)*

- Mobile access to LMS (all functionality)*
- Translation of LMS portal interface
- Translation of support materials (marketing, recognition, etc.)
- Video library
- Access to existing online leader training in LMS
- Management in LMS of face-to-face leader training provided by membership
- Management in LMS of face-to-face leader training provided by WHQ
- Management in LMS of WHQ employee training
- Data integration between Personify and LMS for event registration

Part or all of the items with an asterisk may be completed for first phase of rollout, if possible.

Out of scope:

- LMS involvement in member transaction processing (this will remain in Personify)
- LMS involvement in processing and fulfilling education awards (this will remain in Personify)
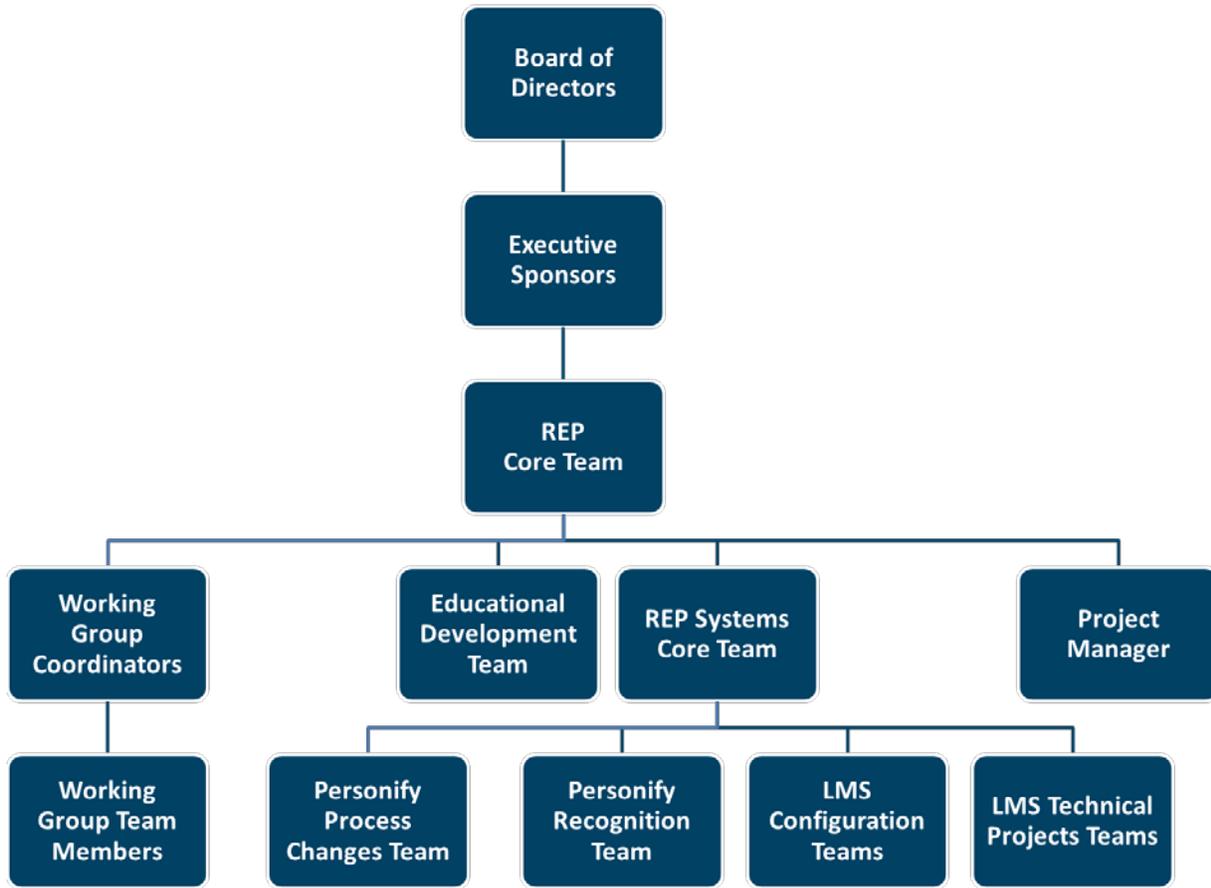- Virtual ILT (web meeting) integration

Estimated Budget

[redacted]

Stakeholders

[redacted]

Project Roles

Role	Responsibilities
Board of Directors	Act as champions of the REP project
	Provide final approval for significant changes and decisions
Executive Sponsors	Provide strategic direction to the project
	Evaluate and approve recommended changes to processes that support the REP
	Advocate for the project to the Board of Directors and other stakeholders
REP Core Team	Make decisions about project scope, schedule and budget
	Monitor the progress of the key project deliverables
	Make decisions about course corrections should the project begin tracking behind schedule or over budget
	Evaluate and decide on requested changes to the project

Project Manager	Create and maintain project planning documentation
	Monitor and report on project scope, schedule and budget
	Provide core team with view of key activities and dependencies within the entire project team
Working Group Coordinators	Schedule, organize and chair working group meetings
	Guide the working group to reach objectives
	Acts as liaison between the working group team members and other working group coordinators
Working Group Team Members	Work together to develop recommendations and deliverables related to the working group's defined objectives
Educational Development Team	Create and schedule all educational content for the REP
	Develop online course and print content, including projects, videos, interactive objects, pre- and post-project assessments, quizzes and tests to accompany educational content
	Map learning to established [redacted] competencies
	Develop and write the education assessment for the LMS
REP Systems Core Team	Monitor the progress of the technical aspects of the LMS implementation
	Make technical decisions related to the LMS implementation
Personify Process Changes Team	Identify and complete the Personify changes required to accommodate the processes associated with the REP
Personify Recognition Team	Identify and complete the Personify changes required to accommodate the new recognition program effective during the REP rollout and the transition period after the rollout is complete
LMS Configuration Teams	Participate in the decision-making process related to functionality configuration in the LMS (Learning, Competencies, and Enterprise Social Collaboration)
LMS Technical Projects Team	Complete the work needed to execute the technical projects related to the LMS implementation

Project Assumptions, Constraints and Risks

[redacted]