



ACCESS. INNOVATION. EXCELLENCE.

Core Technology Services

Enterprise Learning Management System Charter

Project Short Name:	Enterprise Blackboard
Project Sponsor:	Darin King
Project Manager:	Angela O'Leary
Version:	2.0
Date:	November 14, 20

1 PROJECT DESCRIPTION

This project will implement a single instance learning management system (LMS) to create a unified user experience across the 11 campuses and the System Office. Included in this implementation is the Blackboard (Bb) Learning Essentials Saas Advantage and the Blackboard SIS Integration Framework. The intent is to deploy to the 3 eCollege campuses initially (BSC, LRSC, NDSCS) then migrate the 4 Blackboard campuses (MiSU, NDSU, UND, VCSU), the 4 Moodie campuses (DCB, DSU, MaSU, WSC) and the System Office.

1.1 Project History

Currently all 11 campuses are on separate LMS through 3 different providers (eCollege, Blackboard, Moodie). The eCollege and Moodie campuses are hosted solutions, whereas 3 of the Bb instances are on-prem while the other instance is hosted. The eCollege licenses expire in June 2017 which brought up the opportunity to meet the board directive from January 2012, "Maximizing Results through Efficiencies". Part of the "Maximizing Results through Efficiencies" plan was to implement a learning system that includes a consistent software approach, shared curriculum content (when appropriate), content repository and consistent mobile device interfaces. Between the efficiency plan and the functional consolidation of IT services as outlined in the NDCC 15-10-44.1 the chancellor determined that moving to a single LMS would be the best solution. The board supported this decision and as a result, a RFP was issued to determine the best provider for a single LMS. After looking at the overall impact to students and faculty, Blackboard was chosen due to 70% of the student and faculty population already using Blackboard (UNO, NDSU, MiSU, VCSU).

1.2 Consistency/Fit with Organization's Mission

The NOUS CTS is responsible for supporting the system infrastructure needs and enhancing student learning and users' focus. This charter supports the mission and will ensure that the solution selected will equip students for success and maximize the strength of the unified system.

The project aligns with the organization's goal to improve and enhance NOUS collaborative efforts while providing and managing resources to align with strategic goals.

1.3 Business Need

The business need is for a single unified LMS where students and faculty across all campuses can utilize a consistent system for accessing coursework and foster collaboration.

1. Need for students and faculty who are taking classes or teaching at multiple NOUS institutions to have a unified experience and a single place to access their course materials.
2. Need for BSC, LRSC, NDSCS to replace their current LMS.
3. Need for operational cost efficiency.

1.4 Solution Statement

NOUS CTS will assist with the implementation of a single instance Saas LMS provided by Blackboard. The solution will provide a unified user experience, enhance collaborative efforts and equip students and faculty for success. All procedural and operational decisions related to the implementation of the system wide LMS must conform to NOUS policy.

2 PROJECT SCOPE

2.1 Scope Statement

The scope of this project is to implement and migrate all campuses/ system to the new single instance LMS. The first campuses that will be migrated are the 3 eColleges (BSC, LRSC, NDSCS) then migrate the 4 Blackboard campuses (MiSU, NDSU, UNO, VCSU), the 4 Moodie campuses (DCB, DSU, MaSU, WSC) and the System Office.

2.2 In Scope:

- Deploy/Implement a single instance LMS provided by Blackboard that includes the following services:

- o Bb Collaborate Getting Started with Web Conferencing
- o Bb Collaborate Technical Services SAS Essentials
- o Bb Collaborate SAS Advanced Workshop
- o Bb Additional Saas Storage 1TB
- o Bb Managed Hosting Complex hosting Managed - dedicated - 25% avg. 10 hrs. per week
- o Training Program Development - Subscription
- o Using to Enhance Teaching and Learning Workshop
- o Implementation Planning FFP
- o Academic Technology Planning
- o Getting started with The New Learning Experience
- o New Learning Experience with Bb Learn - Subscription
- o SIS Framework + Grades Journey Extract
- o Bb Learn Saas Administration
- o Bb Learn Administration Services
- o Learn Saas GUI Administration - Subscription
- o Academic Technology Planning
- o Bb Collaborate Voice Thread (25001-50000)
- o Bb Connect Automated Weather Alerts
- o Bb Connect Unlimited Emergency and Outreach Messaging Service Per Recipient License Fee
- o Bb Learning Essential Package - Saas Advantage (25001 - 50000 FTE) Consists of:
 - BB Learn Saas Advantage
 - Learn Saas GUI Administration - Subscription
 - New Learning Experience with Bb Learn - Subscription
 - Training Program Development - Subscription
 - Bb Collaborate Web Conferencing - Saas Deployment
- o Bb Learn Migration Archive
- Utilize Blackboard professional services
 - o Prepare and assist the 11 campuses course migration to the new Blackboard LMS
 - o Equip the campuses with the necessary training/resources to ensure adoption of new LMS

2.3 Out of Scope

The "In Scope" elements are high level and should be elaborated during the planning phase. However, specifically, the scope of the project does not include:

- Delivery of the following Blackboard services:
 - o Predict
 - o Intelligence (A4L)
 - With the exception of supporting UNO. Should UNO choose to deploy analytics in the Saas environment, CTS would support the transition to the cloud and global admin support for A4L to work in the Saas environment.
 - o Student Planner

- o Call Center Services
- Future upgrades to the system after implementation are not in this project's scope of work
- Annual system planning/review after implementation and migration has been completed
- Student training of new system

3 BUSINESS ANALYSIS

Business Need/Problem 1: Need for students and faculty who are taking classes or teaching at multiple NOUS institutions to have a unified experience and a single place to access their course materials.

Objective 1.1: Form a governance structure for the new LMS.

Measurement 1.1.1: Members have been identified and represent the makeup of the multiple campuses. Organizational charter has been developed including such things as providing long-term strategic direction and decision making, meeting quarterly to review performance of the LMS and addressing any issues/feedback from the campuses.

Anticipated Benefit(s): Provides clear direction of LMS strategy thus reducing complexity across the system and maximizing the strengths of the unified system.

Objective 1.2: Implement a single instance Blackboard LMS.

Measurement 1.2.1: CTS support system is ready to accept operational duties listed below.

- CTS is the single point of contact and acts as the liaison between campuses and vendor. *Training has to be completed in order for us to answer 'yes" to this measurement.*
- Prior to "Go Live" of 3 eCollege campuses CTS has defined support structure and has been communicated to Campuses:
 - o Process for campuses to communicate support issues to CTS
 - o Division of Responsibilities
 - o Support Tiers (I, II, III, IV)
 - o Security Roles and Access
- Prior to "Go Live" of 3 eCollege campuses the knowledge base contains troubleshooting for top 5 common issues.
- Within the first 6 months 20% of all issues reported have been converted into knowledge base articles (organized by date and searchable by topic).

Measurement 1.2.2: In the first 3 months, the 3 eCollege campuses are set up on the new LMS and ready for migration of courses.

Measurement 1.2.3: Within 1 year all campuses are set up on the new LMS.

Measurement 1.2.4: Integration of SIS is completed by March 2018.

Anticipated Benefit(s): The new LMS will create efficiencies and support the system infrastructure needs.

Objective 1.3: Courses are ready to be taught at the Moodie campuses (DCB, DSU, MaSU, WSC).

Measurement 1.3.1: Target date (not a constraint) of July 2018 to have 100% of all courses migrated off of the old system. *Will take measurement on July 2018 to see where we are at and determine if more pressure/responsibility needs to be put on.*

Measurement 1.3.2: Migrate (export/import stage) the courses of the Moodie campuses (DCB, DSU, MaSU, WSC) to the single instance Blackboard LMS.

Measurement 1.3.3: At the time of "Go Live" 100% of the current semester's courses will be migrated, 50% of the following semester's courses will be migrated to ensure 100% migration at the start of the next semester.

Measurement 1.3.4: x (number/percent) of total courses offered by the campus are in Blackboard. *This number will vary by campus (some may not have a goal) and will be determined during individual campus planning phases.*

Anticipated Benefit(s): Improved quality of student and faculty experience, and improved student retention. Provides effective and efficient delivery of instructional and administrative services.

Objective 1.4: Courses are ready to be taught at the Blackboard campuses (UND, NDSU, MiSU, VSC).

Measurement 1.4.1: Target date (not a constraint) of July 2018 to have 100% of all courses migrated off of the old system. *Will take measurement on July 2018 to see where we are at and determine if more pressure/responsibility needs to be put on.*

Measurement 1.4.2: At the time of "Go Live" 100% of the current semester's courses will be migrated, 50% of the following semester's courses will be migrated to ensure 100% migration at the start of the next semester.

Measurement 1.4.3: x (number/percent) of total courses offered by the campus are in Blackboard. *This number will vary by campus (some may not have a goal) and will be determined during individual campus planning phases.*

Anticipated Benefit(s): Improved quality of student and faculty experience, and improved student retention. Provides effective and efficient delivery of instructional and administrative services.

Objective 1.5: Trainers are equipped to lead and train the campus faculty.

Measurement 1.5.1: How many questions came out of objective 1.6 that had to be referred to Blackboard?

Measurement 1.5.2: Average response on training survey is adequate or better across the survey.

Anticipated Benefit(s): Provide institutions with new opportunities to mutually develop and share common components of online curriculum. Enhanced user experience.

Objective 1.6: Train the campus faculty.

Measurement 1.6.1: Average response on training survey is adequate or better across the survey.

Anticipated Benefit(s): Faculty are prepared to utilize the tool for delivery of courses.

Objective 1.7: System administration training is complete at the campus level facilitated by Blackboard.

Measurement 1.7.1: Average response on training survey is adequate or better across the survey.

Anticipated Benefit(s): System administrators are prepared to utilize the tool effectively for their needs (updating look/feel of site, pull reporting, etc.).

Business Need/Problem 2: Need for BSC, LRSC, NDSCS to replace their current LMS.

Objective 2.1: Courses are ready to be taught at the 3 campuses in the single instance Blackboard LMS.

Measurement 2.1.1: 100% of the courses have to be migrated off of the old system by February 2018.

Measurement 2.1.2: 100% of Summer 2017 courses are ready for delivery at the time of "Go Live" and 50% of Fall 2017 courses are ready for delivery in the single instance LMS.

Measurement 2.1.3: x (number/percent) of total courses offered by the campus are in Blackboard. *This number will vary by campus (some may not have a goal) and will be determined during individual campus planning phases.*

Anticipated Benefit(s): Improved quality of student and faculty experience, and improved student retention. Provides effective and efficient delivery of instructional and administrative services.

Business Need/Problem 3: Need for operational cost efficiency.

Objective 3.1: Leverage increased buying power by moving all campuses to a single system thus reducing costs.

Measurement 3.1.1: Cost savings estimation of around \$2.4M over 5-year term. Will monitor to ensure projected cost savings are met.

Anticipated Benefit(s): Average annual savings of \$477,000.

4 COST ANALYSIS

The costs shown in the table below are for estimating and guidance purposes. The project budget will be finalized during the project planning phase and approved by the project sponsor.

Table 1: Budget

Project Costs	
Blackboard Software	\$1,236,102
Blackboard Services	\$497,200
ePlus	\$503,676
Risk Contingency	\$0
Project Sub-Total	\$2,236,978
Management Reserve	\$697,000
Total Possible	\$2,933,978

5 BUSINESS RISK ANALYSIS

5.1 Risks of Performing the Project:

Risk: Implementing a new LMS will cause process and culture change affecting each campus differently.

Impact: There will be varying levels of adoption of the new system, negative responses, and pushback at each campus.

Response: Clearly outline the benefits of the new system. Bb to provide the campus leads with support to ensure campus leads are equipped to assist in adoption/use at their campus.

Risk: A single instance LMS eliminates direct database access and command line control. Campuses will not have the access to data that they are used to having.

Impact 1: The efficiency of solving issues and making updates may be limited in the beginning.

Impact 2: The decrease in control at campuses may increase frustration when issues arise.

Response: The project will have a task to work with Bb campuses (those most likely impacted by this risk) to ensure adequate alternate processes are available to them.

Risk: Moving to a single instance LMS may significantly change how campuses currently manage their LMS systems.

Impact: There is possibility for an unsuccessful deployment.

Response: The project will have a task to work with campuses to ensure adequate alternate processes are available to them.

5.2 Risks of Not Performing the Project:

Risk: The LMS systems for BSC, LRSC and NDSCS expire in June 2017.

Impact: Professors and students at these campuses will not have a LMS.

Risk: Campuses will continue to function independently via LMS.

Impact: Functioning independently limits the system interoperability and functionality for students and professors. As a result, this could impact student retention as students are forced to have multiple login-passwords and interact with multiple interfaces.

Risk: Will not meet the "Maximizing Results though Efficiencies" board directive and the functional consolidation of IT services as outlined in the NDCC 15-10-44.1

Impact: Meeting both needs listed above will continue to be an open item that needs to be addressed. It will also limit efficiencies and incur costs instead of the anticipated savings of the single instance LMS.

6 RESOURCE ANALYSIS

The planning of this project is estimated to take 6 weeks for the system planning and 9 weeks for campus level planning. The following identifies the resources required for planning only. It also includes the percentage of time and anticipated hours that will be required from each resource for the planning period.

Table 2: Resource Analysis

Planning Start Date: 10/1/2016		Planning End Date: 11/11/2016	
<u>Resource, Role</u>	<u>% Time Expected</u>	<u>Hours Required</u>	
LindsayOlson- ProjectManager	75%	30hours/ week	
DarinKing- Sponsor	5%	2hours/week	
Functional Governance Team	15%	6 hours / week	
Technical Governance Team	15%	6 hours / week	
Executive GovernanceTeam	2%	1 hour /week	
EnterpriseServices AdministrationTeam	22%	9 hours/week	
Application Administration Team	22%	9 hours/week	
CTS Academic Technology Team	22%	9 hours/week	
Dirk Huggett- LPOA	40%	16 hours / week	
Planning Start Date: 10/1/2016		Planning End Date: 11/30/2016	
<u>Resource, Role</u>	<u>% Time Expected</u>	<u>Hours Required</u>	
		*TBD at Campus ATP	
BSC Sponsor			
BSC Project Manager			
LRSC Sponsor			
LRSC Project Manager			
NDSCS Sponsor			
NDSCS Project Manager			
Planning Start Date: April/ May 2017		Planning End Date: June 2017	
<u>Resource, Role</u>	<u>% Time Expected</u>	<u>Hours Required</u>	

*TBD at campus ATP

DCB Sponsor

DCB Project Manager

DSU Sponsor

DSU Project Manager

MaSU Sponsor

MaSU Project Manager

WSC Sponsor

WSC Project Manager

MiSU Sponsor

MiSU Project Manager

NOSU Sponsor

NOSU Project Manager

UNO Sponsor

UNO Project Manager

VCSU Sponsor

VCSU Project Manager

7 PROJECT AUTHORITY

7.1 Assumptions and Constraints

7.1.1 Assumptions:

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration.

The project has the following assumptions:

- Current Blackboard campuses' licenses do not have an expiration date.
- All campuses are to migrate to Blackboard LMS.
- Some level of funding for this project will move forward the project.
- Not all current content will be migrated to the new LMS.
- Current processes at institutions may be impacted when standardizing the system (e.g. naming conventions, when to populate courses for each term, etc.).
- The governance structure can be pulled together in a short timeframe.
- Campus staff will participate in development tasks.
 - *Could be a risk at some campuses- sponsor/PM may not be as involved. This will be more specific and included in the project plan.*
- Blackboard Project Manager will be primary on managing project schedule.
- Blackboard Project Manager will use Microsoft Project or similar tool to manage schedule.
- Blackboard Team will tailor training specifically to each campus

- Blackboard will adjust their team and resources based on needs of project

7.1.2 Constraints:

Constraints are defined as the state, quality, or sense of being restricted to a given course of action or inaction. An applicable restriction or limitation, either internal or external, to the project that will affect the performance of the project or a process.

The project has the following constraints:

- eCollege license expires June 2017 - these campuses will need to be prioritized.
- Moodle's Remote Learner contract expires July 2017 - will have to renew for a full year (July 2017 - July 2018).
- Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize as follows:
 1. Quality
 2. Scope
 3. Cost
 4. Schedule

7.2 Authority/Escalation

Authority to proceed with this charter is granted to the Project Manager. The Project Sponsor must approve any diversion from the aforementioned scope which would materially impact the overall scope, or incur cost. The project manager has the authority to manage all costs allocated to the planning process.

The Project Manager is authorized to utilize the resources necessary to plan the project based on the information above and will be required to receive sign-off on the project plan prior to execution.

8 APPROVAL

Project Charter Approval

Project Sponsor Name: _____ Action : Approve: _____ ct: D

Comments:

Project Sponsor Signature: 

Date: 11/11/17

Agreement to Secure Required Resources

Approver Name: _____

Comments _____

Approver Signature: 

Date: 11/11/17