

## Project Charter – Blackboard Implementation project

### Project Details

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Date Issued:

Project Reference Number:

### Revision History

VERSION	DATE	EDITOR	SUMMARY OF CHANGES
Nº 1		Liz Coulter	Initial version
Nº 2	26/06/04	Caroline Steel, Liz Coulter, Beth Cavallari	Initial changes
Nº 3	16/07/04	Caroline Steel, Beth Cavallari	Completed first draft
Nº 4	17/8/04	Beth Cavallari, Caroline Steel	Minor changes to first draft, including updated timeline.

### Business Objective and Executive Overview

The purpose of this project is to migrate from WebCT Standard Edition to Blackboard. An interim migration to WebCT Campus Edition will be required for second semester 2004.

Migration will include resources from ITS, TEDI, Library and the assistance of the Academic staff. The Steering Committee is the eLearning Working Party which includes a Director of Studies and the project manager.

The following items are not within the scope of this project but will be scoped separately in 2005:

- Development of strategies for increased uptake and usage of elearning at UQ
- Conversion of non-WebCT courses to Blackboard

### Project aims

The implementation of Blackboard will require the following activities:

- Allocation of a Project Manager
- Allocation of staff to implementation teams
- Development and implementation of a detailed project plan
- Development and implementation of a communication and change management plan
- Purchasing and installation of the software and hardware
- Provision of technical training for technical support and help desk staff
- Provision of training in the use of Blackboard for instructional and course designers, and students
- Provision of technical training and pedagogical staff development for teaching staff, course designers and tutors
- Provision of Blackboard-specific help desk service for staff and students
- Review and development of elearning related policies and procedures
- Integration of Blackboard with my.UQ and Peoplesoft (SI-net)

- Development of single sign-on for Blackboard
- Development of a UQ template for Blackboard
- Conversion of the courses for Semester 2 to WebCT Campus Edition (this will be a simple upgrade which is required before we convert to Blackboard)
- Archiving of courses from Summer 2003 in WebCT Campus Edition
- Conversion of the courses to Blackboard for Summer Semester (pilot). This will include Summer Semester, year long and library courses.
- Conversion of all existing WebCT courses to Blackboard for 2005
- Development of processes and procedures for the conversion of non-WebCT courses Semester 2 2005

## Key Performance Indicators

- Blackboard Pilot: Summer 2004 – all Summer Semester, year long and library courses successfully converted and operational.
- All 2004 WebCT courses are converted and operational in Blackboard by Semester 1, 2005.
- Staff development and training have been available to stakeholder groups to support the project schedule and aims.
- Blackboard is the only centrally supported LMS in use by Semester 1, 2005.
- Blackboard is implemented and all project aims and activities are achieved.
- Sign-off by Sponsor or nominee of Implementation Project by July 2005.

## Stakeholders

STAKEHOLDER	HOW AFFECTED BY THE PROJECT
Students	The student experience will be enhanced by moving towards one LMS in use across UQ and that system being easy to use by students and staff
All teaching staff	A small percentage of staff are already experienced in WebCT and will need to learn a new, but easier system. A large percentage of staff will be learning the new system with no previous experience in online learning applications. The user-friendliness of Blackboard should make participation in elearning easier for all.
TEDI	Delivery of staff development, training and support will be a major responsibility for TEDI. Conversion testing and assistance with the design and development of elearning courses and Blackboard templates will also be part of TEDI's brief. In the long term, the necessity for TEDI to be involved in both support and development of basic Blackboard sites should be reduced as the system is easier for staff to use.
Library	The Library will continue to provide student training and support.
ITS	ITS will manage hardware and software installation, integration, administration and support. Integration is expected to be easier due to the Blackboard Building Block technology. Technical support should be minimised due to the ease of use of the system.

## Steering Committee

The Steering Committee will be the eLearning Working Party, chaired by Professor Margaret Gardner. In addition to usual membership, the project manager and a representative of the academic teaching staff will also be invited to attend.

NAME	ROLE
Professor Margaret Gardner	Chair
Elizabeth Coulter	Secretary
Nick Tate	Committee Member
Denise Chalmers	Committee Member
Professor Mick McManus	Committee Member
Janine Schmidt	Committee Member
Beth Cavallari	Committee Member
Maureen Bowen	Committee Member
Student	Committee Member
A Director of Studies	Committee Member
Caroline Steel (Project Manager)	Committee Member

## Deliverables Required for Sign-off and Handover

DESCRIPTION	RESPONSIBILITY
WebCT Campus Edition	
<ul style="list-style-type: none"> <li>Production, testing and development of systems</li> </ul>	ITS & TEDI
<ul style="list-style-type: none"> <li>Integration of WebCT Campus Edition to SI-net &amp; my.UQ</li> </ul>	ITS
<ul style="list-style-type: none"> <li>Provision of essential training and support for staff</li> </ul>	TEDI
<ul style="list-style-type: none"> <li>Provision of essential training and support for students</li> </ul>	Library, ITS
<ul style="list-style-type: none"> <li>Conversion of courses to WebCT Campus Edition for 2nd Semester 2004</li> </ul>	ITS, TEDI
Blackboard	
<ul style="list-style-type: none"> <li>Production, testing and development of systems</li> </ul>	ITS
<ul style="list-style-type: none"> <li>Integration of Blackboard to SI-net &amp; my.UQ</li> </ul>	ITS
<ul style="list-style-type: none"> <li>Provision of comprehensive training and support for staff</li> </ul>	TEDI
<ul style="list-style-type: none"> <li>Provision of comprehensive training and support for students</li> </ul>	Library, ITS
<ul style="list-style-type: none"> <li>Conversion and testing of courses for Pilot</li> </ul>	ITS, TEDI
<ul style="list-style-type: none"> <li>Conversion and testing of courses for 1st Semester 2005</li> </ul>	ITS, TEDI

## Conversion Timeline

The following timelines for Conversion to WebCT Campus Edition (CE) and Blackboard are current *estimates* (exact dates to be confirmed). Training and staff development planning is underway to support this timeline. A more detailed timeline showing individual tasks is in the Detailed Project Plan.

TASK	RESPONSIBILITY	DUE DATE
<ul style="list-style-type: none"> <li>Testing for Conversion to WebCT CE</li> </ul>	ITS	Jun 04
<ul style="list-style-type: none"> <li><b>Jul 17<sup>th</sup></b> convert existing WebCT courses to WebCT CE – (TEDI Prepare + ITS Convert + TEDI check – including checking that courses are optimised for conversion to Blackboard)</li> <li><b>Jul 19<sup>th</sup></b> Course Designers can check own courses</li> </ul>	TEDI, ITS, Course Designers	Jul 04
<ul style="list-style-type: none"> <li>Confirm Summer Semester courses</li> <li>TEDI commences working on new projects for 2005 in Blackboard on Blackboard development server</li> <li>TEDI commences development of UQ template for Blackboard</li> <li>Commence review and development of elearning related procedures and policies</li> </ul>	TEDI, ITS	Aug 04
<ul style="list-style-type: none"> <li>Staff training for Blackboard users commences</li> </ul>	TEDI	Sep 04
<ul style="list-style-type: none"> <li>Conversion of existing Summer Semester and Library WebCT courses to Blackboard <b>for pilot</b> (TEDI Prepare + ITS Convert + TEDI check)</li> </ul>	TEDI, ITS	Oct 04
<ul style="list-style-type: none"> <li>Course Designers (pilot) check own course after migration and report any problems to TEDI</li> <li>Either TEDI or course owner can modify pilot courses in Blackboard</li> <li>Nov 29<sup>th</sup> Summer Semester commences (BB pilot)</li> </ul>	TEDI, Course Designers	Nov 04
<ul style="list-style-type: none"> <li>Conversion of <b>all existing</b> WebCT courses to Blackboard (TEDI Prepare + ITS Convert + TEDI check)</li> <li>After conversion no new courses can be developed in WebCT CE</li> </ul>	TEDI, ITS	Dec 04
<ul style="list-style-type: none"> <li>Course Designers check own course after migration and report any problems to TEDI</li> <li>Either TEDI or existing course owners can modify pilot courses in Blackboard and can request additional new courses in Blackboard</li> </ul>	TEDI, Course Designers	Jan 05
<ul style="list-style-type: none"> <li>Commence development of policies and procedures for the conversion of existing non-WebCT courses</li> <li>Planning for future Blackboard projects, for example: purchase of standard Blackboard Building Blocks; University-wide strategy for adoption of eLearning; conversion of non-WebCT courses to Blackboard.</li> </ul>	Blackboard Project Team, eLearning Committee	Feb 05
<ul style="list-style-type: none"> <li>All UQ staff can develop new courses in Blackboard</li> <li>Official Blackboard Launch</li> </ul>	Course Designers, Blackboard Project Team	Mar 05
<ul style="list-style-type: none"> <li>Leadership and strategic program staff development planning</li> </ul>	TEDI	Apr 05
<ul style="list-style-type: none"> <li>End of Implementation Project</li> </ul>	Project Sponsor	Jul 05

## Approximate Budget

*See Budget from Business Case*

## Project Risks

RISK DESCRIPTION	LIKELIHOOD	IMPACT	RISK REDUCTION STRATEGIES
Courses converted into WebCT CE / Blackboard do not display or perform as expected	Low	High	<p>ITS and TEDI are carrying out comprehensive pre-testing before conversion proceeds</p> <p>The Implementation team is converting courses with sufficient time allocated for testing and correction, by TEDI, ITS and academics, prior to student use</p> <p>Documentation from other universities that have engaged in a similar conversion process, has been reviewed</p>
Systems are unstable and unable to carry Semester 1 load	Medium	High	<p>A staged implementation plan is being developed to minimise risk of system instability.</p> <p>In collaboration with Blackboard experts, a disaster recovery plan will be developed along with regular system health checks and maintenance schedules</p>
Change management is not handled appropriately.	Medium	High	<p>A change management and communication plan is being developed to support change management processes.</p> <p>The workload of existing WebCT developers will be minimised by the efforts of the implementation team in providing all conversion and thorough testing</p> <p>Provision of comprehensive staff development and training will allay concerns and instil confidence in the new system</p> <p>Help Desk and website support will provide additional guidance for users</p> <p>The ease of use of Blackboard should make the move to a new system acceptable</p>

## Project Management Team Commitment

NAME	ROLE	PHONE	COMMITMENT
Caroline Steel	University-wide Project Manager (Blackboard)	59035	Full time
Liz Coulter	ITS Project Manager	53763	Initially 2 days per week, then as required
Beth Cavallari	TEDI Project Manager	11254/56725	Initially 2 days per week, then as required

## Likely Training Requirements for Project Management Team

COURSE	WHO TO ATTEND	APPROXIMATE COST
Elearning Roundtable	Caroline Steel & Liz Coulter	\$1715 per person
Project Management (MS Project)	Caroline Steel	In-house
Blackboard training & consultancy	Caroline Steel Liz Coulter Beth Cavallari	As per budget
Online Teaching and Learning Conference (Brisbane)	Caroline Steel	\$140 per person
Strategic Approaches to elearning: Delivering quality	Beth Cavallari	\$500 per person
Site visits TBA	As required	TBA

## Reporting and Communications

COMMITTEE / GROUP	FREQUENCY	REPORT FOCUS
Elearning Working Party (Steering Committee)	3-4 times / year	<ul style="list-style-type: none"> <li>• General status</li> <li>• Risk status</li> <li>• Progress</li> <li>• Decisions</li> </ul>
Working Reference Group	Monthly	<ul style="list-style-type: none"> <li>• General status</li> <li>• Risk status</li> <li>• Progress</li> <li>• Decisions</li> <li>• Budget vs Actual</li> </ul>
Operational Working Group	Monthly	<ul style="list-style-type: none"> <li>• Timelines</li> <li>• Task allocation</li> <li>• Progress</li> <li>• Reports from sub-working groups</li> <li>• Collaboration and information dissemination across groups</li> </ul>
Project and Sub-Project Teams	Fortnightly	<ul style="list-style-type: none"> <li>• Timelines</li> <li>• Task allocation</li> <li>• Progress</li> <li>• Issues</li> </ul>

## Project Dependencies

The planning of further related projects is happening concurrently with The Blackboard Implementation Project, however the successful completion of this project is not dependant upon them. Their scope will include:

- The selection and implementation of a content management system
- The conversion of non-WebCT courses to Blackboard
- The development of strategies for uptake and usage of elearning at UQ
- The evaluation and implementation of Blackboard building blocks

## Constraints

- Semester timelines are set and must be considered for the project
- WebCT Campus Edition and Standard Edition licence end dates
- Budget is set

## Assumptions

- That all existing WebCT courses will be successfully converted into WebCT Campus Edition
- That WebCT Campus Edition courses will readily convert into Blackboard
- That all courses archived in Standard Edition will be retrievable
- That all courses archived in Campus Edition will be retrievable
- That the budget will cover all project requirements
- That the current reporting structure will enable rather than impede progress

## Definitions

LMS – Learning Management System (eg. WebCT or Blackboard)

CMS – Content Management System (eg. Learning Edge or Harvest Road)

## Supporting Documents

All supporting project documentation and templates can be acquired from the project manager. Copies of these documents will also be available at a server address to be announced.

FILE – PROJECT DOCUMENTS	LOCATION	DESCRIPTION
Project Charter	Server path TBA	This document: describes the project in overall terms.
Blackboard Committee Structure	Server path TBA	Charts the relationships between all committees involved in the project
TEDI ITS Initial Information Sheet	Server path TBA	Brief outline of project aims and timeline.
Change Management and Communication Plan	Server path TBA	Change management strategies, communication schedule, formats and principles
Detailed Project Plan	Server path TBA	Details of the specific project tasks associated with the project aims, mapped to human resources and timelines
Project Team minutes	Server path TBA	Documents actions and reports on progress at team meetings
FILE – PROJECT TEMPLATES	LOCATION	DESCRIPTION
Sub-project Brief	Server path TBA	Terms of reference, outcomes, timelines, key performance indicators for sub-project groups
Change Request Form	Server path TBA	Documents changes to original project plans
Status Reports	Server path TBA	Reports on progress against project aims, tasks and timelines

## Next Course of Action

All individual tasks and actions relating to this project are contained in the Detailed Project Plan.

## Project Complete Sign-off

I, the undersigned project sponsor, hereby agree that the deliverables of this project have been completed and that the project can be handed over to operational responsibility. The signatory must be the external client or if one does not exist, it will be the sponsor.

### Sign-off

**Project Sponsor Name:** Professor Margaret Gardner

**Project Sponsor Title:** DVC (Academic)

**Project Sponsor signature:** ..... **Dated:** / /