

Administrative Unit Review Plan

Due: February 28, 2019

Being an effective institution means the College is meeting its stated mission. Measuring degrees of effectiveness and modifying where needed to meet the mission is based on a philosophy of continuous improvement. The effectiveness of an institution isn't captured on what our "inputs" are, but what effect they have on students and the community. Administrative Department Review processes help to measure the effectiveness of the activities we do, and give strategic direction for improvement when needed.

Administrative Department Reviews are submitted to the President's Advisory Team, the President, and the Assessment Web Page every three years, and include:

- Review and confirmation of department mission, purpose, and expected outcomes related to College Mission and Vision.
- Identification of 1-3 assessment activities.
- Documentation of results and analysis of assessment activities.
- Identification of departmental needs related to goals.
- Provision of data for College Planning, including resource allocation.

Department Overview

Administrative Department	Project Management Office
Contact (Person responsible for reporting)	Darren McCrea
Participants	Darren McCrea
Date Review submitted	November 26, 2018
Report Submitted to	Dr. Julie Hood Gonsalves

1. Mission Fulfillment

How does your department support/strengthen the college's ability to fulfill its mission and vision?

***Mission:** Central Oregon Community College promotes student success and community enrichment by providing quality, accessible, lifelong education opportunities.*

***Vision Statement:** To achieve student success and community enrichment, COCC fosters student completion of academic goals, prepares students for employment, assists regional employers and promotes equitable achievement for the diverse students and communities we serve.*

Please provide your department's mission statement, including specifically how your department contributes to (check one or both):

Student Success

Department Mission Statement:

Standardize project management best practices and methodologies by taking the lead on all technology project management activities of any size and/or significance in a collaborative effort with other departments to deliver high-quality, high-value projects.

Department Vision Statement:

Successfully complete impactful, high-quality, high-value projects that continue to allow Central Oregon Community College to deliver the quality, accessible, lifelong educational opportunities that are anticipated as a result of the project(s) we undertake.

2. Department Purpose

The Project Management Office (PMO) is located on the lower level of Pioneer and was created in early 2017 to fulfill the need for tools and resources to help ensure that projects are managed more successfully. Currently, this is a department of one reporting to the CIO with a minimal budget of \$2,000 dollars for training and materials.

The PMO serves as a project management resource to departments across campus, providing guidance and support to project managers, project coordinators and team leaders in the form of project management processes, tools, methodologies and best practices.

Key responsibilities and functions of the PMO include:

- Working towards the implementation of a standard project reporting process.
- Creating consistency in project delivery by recommending standard tools and templates for use by project teams when initiating, planning and executing their projects.
- Participating in the review and negotiation of contract terms and ensure that project work performed by consultants and sub-contractors is completed per those terms.
- Simultaneously managing multiple technology projects, requesting and coordinating resources accordingly, as part of a larger portfolio of projects.
- Serving as a liaison with vendors, business partners, and other college departments on issues related to technology planning.
- Assisting in the development of Request for Proposals (RFP), Requests for Information (RFI) and Invitation to Bid (ITB) documentation.
- Assisting with establishing project priorities, providing advice and consultation for Campus planning and the design of future technology-related projects.
- Maintaining a master schedule of high-level project timelines and resources.

3. Department Strengths

The department's greatest strengths are the ability to obtain, manage and coordinate college and vendor resources to bring projects to a successful completion.

In the past eighteen months, in addition to managing numerous smaller projects, the PMO has (1) successfully migrated the college Content Management System (CMS) and our primary website of more than 6500 web pages to a new vendor CMS platform, (2) migrated Banner, our Student Information System (SIS), to the cloud, (3) upgraded our SIS from Banner 8 to Banner 9 and (4) delivered a mobile application for our staff and students.

All four of these projects were large, complex undertakings that required the coordination and hard work of multiple departments. Undertaking and successfully completing all four of these larger projects in less than 18 months would probably not have been possible without the coordination and support of the ITS Project Management Office.

4. Department Challenges

Describe any challenges that may negatively impact accomplishing your department mission. What are the opportunities for improvement in your department? What internal and external factors challenge your area? Please use the terms “internal” and “external” in any way that is relevant to your department.

CHALLENGES:

- Gaining acceptance from other departments.
- Willing participation from other departments.
- Overcoming political obstacles.
- Resistance to change.
- Differing opinions on project prioritization.
- Competition for internal resources.

OPPORTUNITIES FOR IMPROVEMENT:

- Identifying time to meet with other departments to discuss mutual goals.
- Improving relationships with other project managers and coordinators.
- Improving the frequency and quality of communication between departments.

5. Department Goals → Department Outcomes

Based on your strengths and challenges, what are your department goals? What product or service do you want to provide?

Goals

1. Develop well-written Requests for Proposals (RFP's) and Requests for Information (RFI's) to help ensure that the college is receiving good and services that meet their needs and expectations.
2. Implement standard project reporting processes and tools across the campus that help project managers and project sponsors to understand current resource demands and project progress.
3. Standardize on agreed upon project methodologies used to enable staff and faculty to understand and become familiar with terminology and practices for all projects.
4. Coordinate internal and external resources to perform tasks in a synchronous manner.
5. Ensure that each project is on schedule, stays within budget and meets quality expectations.
6. Ensure that work performed by consultants and sub-contractors is completed satisfactorily.

Outcomes

1. The college will realize an increase in the percentage of time that products and services received meet their expectations, based on clear RFPs that include detailed timelines, specifications, and responsible parties, within the next three months.
2. All departments at the college will use common language and practices, including appropriate project management tools, that provide clarity and understanding during the project management process within the next two years.
3. Project team members will be more efficient when their efforts are coordinated based on projected, monitored, and documented timelines during each project implementation within the next six months.
4. The college will realize cumulative increases in quality and/or cost savings within the next three months.
 - a. Survey may include asking for Project Sponsor to describe their impression of the quality, efficiency and cost-savings realized at the close of each project.

6a. Procedure, Measurement Tool and Timeline

Describe the activities will you do to accomplish your Outcome(s). How will you measure your success toward the 1-3 outcomes and mission fulfillment? What tools will you use? (Survey, budget, Institutional Effectiveness department data, banner/Argos, etc.) How frequently will you gather relevant data? Provide any data references that you use.

Outcome	Term/Year	Activity and Measurements	Data Report
The college will realize an increase in the quality of products and services received through the ongoing refinement of our RFP specifications over the next three years.	2019-2024	Develop well-written Requests for Proposals (RFP’s) and Requests for Information (RFI’s) to help ensure that the college is receiving goods and services that meet their needs and expectations. Measurement tools: Project Close (Post Mortem) Process. Project Stakeholder Survey.	June 2020 June 2021 June 2022 June 2023 June 2024

<p>All departments at the college will have at least one member that will be familiar with common project management tools and terminology within the next three years.</p>	<p>2022-2025</p>	<p>Implement standard project reporting processes and tools that help project stakeholders and project sponsors to understand project progress and current resource demands.</p> <p>Measurement tools: Department Survey.</p>	<p>June 2023 June 2024 June 2025</p>
<p>Project team members will meet estimated task durations when their efforts are coordinated based upon a project schedule as measured by a project review (post mortem).</p>	<p>Ongoing effort.</p>	<p>Ensure that each project is delivered on schedule, stays within budget and meets quality expectations.</p> <p>Measurement tools: Project Close (Post Mortem) Process. Project Stakeholder Survey.</p>	<p>June of each year for the foreseeable future.</p>

Plan submitted every **three years**.
It will serve as a reference for resource allocation, activities, and planning during the three year cycle.

**Administrative Department Review
Report**

Due: _____

6b. Procedure, Measurement Tool and Timeline
What activities did you do to accomplish your Outcome(s)? How did you measure your success toward the 1-3 outcomes and mission fulfillment? What tools did you use? How frequently did you gather relevant data? Provide any data references that you used.
7. Data
What data have you gathered that inform your department's effectiveness?
8. Summary and Analysis: Continuous Improvement (Report-to be completed annually when data are available)
What do these data suggest about your department's effectiveness? Which measurements are strong and affirming? Consider the following points. <ul style="list-style-type: none">• Was your planned activity successful at accomplishing your Outcome(s)?• Have you accomplished your outcomes? Is there a need for a new direction? Which measurements indicate an area that you would like to focus on for improvement? <ul style="list-style-type: none">• Identify the goals and improvements that your department is committing to over the next year to help you accomplish your outcomes.• What support do you need from the college to carry out your planned improvements? Identify your biggest area(s) of need to help accomplish outcomes. Review question #2, including staffing, budget, services, and location.

Report submitted **annually**.
Data and analysis from three annual **Reports** will inform a new **Plan**.