OIT Online Web Presence

Course Title: Project Management

Course Number: ETM 545/645

Instructor: Dr. Kocaoglu

Term: Spring

Year: 2013

Team: 5

Authors: Ali Alsahaf, Ryan Menze, Farzad Moshfegh, Jerrod Thomas

Engineering and Technology Management
Project Management
Dr. Dundar F. Kocaoglu

Portland State UNIVERSITY

OIT ONLINE WEB PRESENCE:

An Analysis of Two Attempts at a Complete Web Overhaul

Ali Alsahaf
Ryan Menze
Farzad Moshfegh
Jerrod Thomas

Introduction

The Office of Information Technology (OIT) at Portland State University (PSU) migrated its website to a centrally-provided Drupal content management system in the summer of 2012, leaving out a significant amount of content from the previous website in exchange for a quick implementation timeline based on an executive order to unify departmental branding across the division of Finance and Administration. This initial migration focused on public facing information and excluded large swaths of support articles that were broadly used by faculty, staff, students, and technology professionals. In early 2013, a new project was launched to reevaluate the design decisions made in the initial migration project, republish or rewrite the missing articles, and to consolidate the divergent web presence of the seven major departments within OIT.

This paper does a comparison by juxtaposing these web projects through their various incarnations. First was a long-running, never completed project with no clear stakeholders, scope, or control mechanisms–simply an internal desire to fix what was broken and modernize the delivery platform. Second, a top-down requirement was imposed to complete what had been in process: move to the new Drupal delivery platform and do it soon. No specific delivery date was given, but a executive decree was put forth and the OIT leadership was going to comply. Lastly, a true project team was formed, appropriate resources were allocated, and OIT executive leadership provided both the charge and support, allowing flexibility in requirements and project scope as deemed appropriate by the project team. The core elements of resource allocation and management, clear and inclusive communication techniques, and schedule management are key elements in the success of this latest iteration of the project and from all signs, a successful product launch.

Background

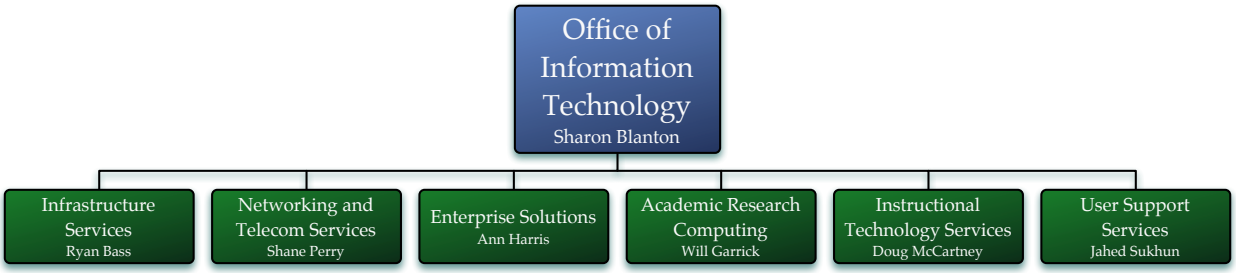
Eating your own dog food

As Oregon's largest University, Portland State needs to have a strong and consistent online presence. For most institutions the primary vehicle for their online identity is shared with the world through the main institutional web site and Portland State University (PSU) is no different. With the Internet constantly evolving and PSU acknowledging the need for a consistent marketing and information delivery platform for prospective, new, and existing students, faculty, staff, partners, and researchers, a movement to a modern, content management system (CMS) was proscribed. It took a long time and a lot of work, but the department of University Communications, in collaboration with the Office of Information Technology and outside contractors, brought online a modern, robust, and well-regarded open source content management system based on Drupal [1]. Several years after the launch of the new environment, the majority of academic units and many administrative departments at Portland State had built their web homes on the new platform, conforming to the style and thematic decisions enforced by the University's central communication department. Strangely missing from this entourage was a large cluster of administrative departments, including the Office of Information Technology. The departmental responsible for the technical operations–literally the people keeping the Drupal-based pdx.edu domain on the Internet–were not themselves using this very tool to deliver their own web content to the masses. In many technical or engineering settings, this is referred to as "eatings your own dog food." If you build it and it is good enough for your customers, you should be using the same tools for your own business needs.

Slow and steady

For much of 2011 and 2012 a group of OIT employees had been analyzing what it would take to move our existing content from our aging Drupal version 5 environment to the central Drupal version 7 environment that OIT and University Communications offered the campus. This environment is colloquially known as PSU Enterprise Drupal as it is the central, redundant, enterprise-grade web content management system at Portland State. Audits had been conducted and a slow-but-steady move towards getting onto the newer environment was in process. This group was self-appointed and had no official sanction from OIT leadership or the executive cabinet, they wanted to improve what was currently offered and to move off an aging technology platform.

Chart 1: OIT Leadership organization, past (2012)



OIT departments and leadership team during Summer 2012. [2]

Rushing in

In the summer of 2012, the Vice President of Finance and Administration realized that many the operational units reporting to her were not utilizing the centrally-sanctioned and properly-themed web environment. This led to discussions on how to motivate those departments to migrate. As with most executive orders, the rational was simple and the effect was pronounced; OIT was going to move the website and they were going to do it quickly. Luckily there was a new temporary Project Coordinator in the Office of the Chief Information Officer (CIO) and this young, headstrong project coordinator had already started working on a mockup of what the website could look like in the PSU Enterprise Drupal environment. In less than a month, the new site was online and the old site abolished from the internet.

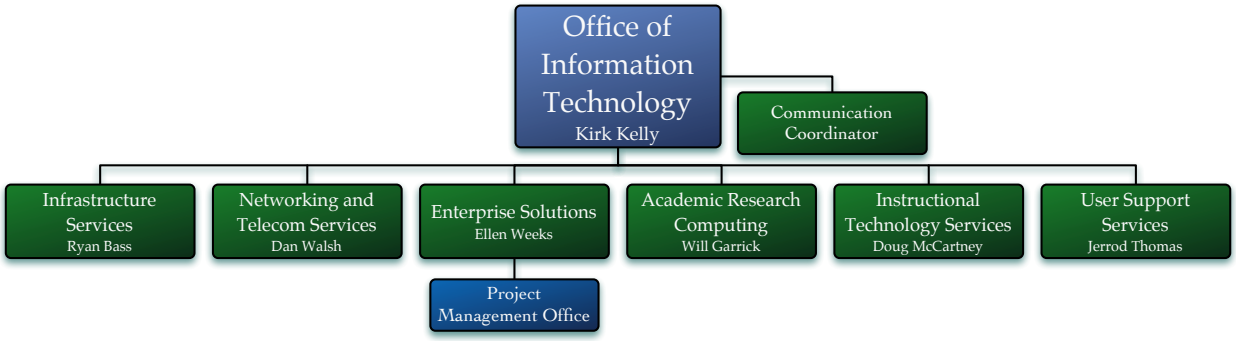
Those involved in the original project whimpered and scorned the projects vaunted success lamenting that the new site was just a shell of what was needed. Content was missing, customers were calling confused that the website was devoid of useful information, and technology admins across campus began barking "where is that article that I refer my customers to on a weekly basis." OIT's response was muted; no real direction or meaningful process had defined what the requirements were and the project was closed with no clear path to followup on these inadequacies. A prototype had been launched as a product, stakeholders be damned. It was going online, useful or not, for the Vice President was pleased. It seemed politics had won the day.

Swiftly meticulous

After nearly a year of muted response to both the internal indignation and external cries for help, OIT began the project anew. In that short year, many organizational changes too effect: there was a new Chief Information Officer (CIO), OIT had hired a Communication Coordinator, and two Project Coordinators were also hired into the brand new OIT Project Management Office. The customer cries and tumultuous internal undercurrents would be paid attention to and project management techniques were to be leveraged to ensure that if a new website was to be built, it would be the best design possible for the core audiences, internal and external. Dennis von Nagy was assigned as the Project

Manager (PM) and Izabella Warner–weeks-new to OIT and Portland State–was to be the chief stakeholder and information architect. The new Communication Coordinator had her first high-profile project. A reasonable if not break-neck pace was set; the new website needed to launch by the end of the fiscal year, giving the project team about four months to get things done. No scope had been defined, nebulous requirements existed from previous attempts, and a misunderstood requirement for an intranet housing internal-only documents was convoluting the project's scope.

Chart 2: OIT Leadership organization, current (2013)



OIT departments and leadership team during 2013 OIT Online Presence project. Note the addition of a Communication Coordinator and official Project Management Office. [2]

Dennis von Nagy, Izabella Warner, and Max Oxman met and created a framework for what needed to happen. Izabella spent weeks teasing out every web resource operated by any unit with OIT and created site maps of all this information. A project team was formed and "content representatives" from each department were appointed to speak as the subject matter experts for their areas. Within the first two months, content audits were underway, initial designs were being evaluated, content reps were tasked with evaluating projects, and a student Web Communications Specialist was hired to assist in the writing and publishing of documents to the PSU Enterprise Drupal system.

Methods

Overview

In order to gather information to evaluate the way in which the older web migration projects were conducted and how the current OIT Online Presence project is being managed we conducted structured interviews with various participants involved throughout the lifecycle of the project. Our team also had direct access to many of the project management tools and resources used by on the OIT Online Presence project. This includes the Office of Information Technology's official project portfolio man-

Google Apps for Education is an invaluable communication and collaboration tool that is leveraged extensively for projects within OIT. (Image Source)

Table 1: Project Goals

	PRESIDENTIAL GOALS
1	Provide civic leadership through partnerships
2	Improve Student Success
3	Achieve Global Excellence
4	Enhance educational opportunity
5	Expand resources and improve effectiveness
	OIT GOALS
1	Business process improvement
2	Improve customer communications
3	Increase deployment of Project Portfolio Management
4	Integration of system and resources
5	Systematic planned abandonment

Portland State's Presidential goals and OIT goals; all projects must align one or more goals [5], [6].

agement tool, TeamDynamix, as well as the Google Apps for Education suite which is leveraged heavily as a project communication and documentation tool. Google Sites is also used extensively as a project landing page for internal and external stakeholders to gather project information, view meeting minutes, and access project-related tracking material. These sources included project meeting minutes, website maps, site audit tracking, project plans including the project gantt chart, and a myriad of other resources the project team has been using to complete this project.

Interviews

For the first session we interviewed Ellen Weeks, the Director of the Enterprise Solutions division and the Project Management Office (PMO). Ellen provided valuable insight into the methodology used by Portland State University as a whole as well as the way projects are evaluated, selected, managed, and executed within OIT.

Our second interview was with Max Oxman. Max is a content representative and has been heavily involved in both the previous migration project and the current OIT Online Web Presence project. He served as an excellent resource for the project lifecycle of not only the online web present project, but also the previous projects in migrating to the PSU Enterprise Drupal environment. He gave us project details from the previous project from an insider's viewpoint.

The final interview was with Izabella Warner and Denise von Nagy. Izabella serves as the Communication Coordinator and Denise is a Project Coordinator in the PMO and the currently assigned project manager on the OIT Online Presence project. Izabella and Denise provided detailed information about the current project, the project management techniques being leveraged as well as specifics about the relationship between the project manager and the lead subject matter expert.

Organizational Concepts

Project definition

The OIT Project Management Office defines projects that should be included in the project portfolio management system using a set of guidelines detailed on the OIT PMO Google Site. Certain activities should always be classified as a project, others must be evaluated for inclusion, and finally, maintenance and administration tasks, or ongoing, recurring tasks should be excluded. These guidelines are as follows [3]:

ALWAYS classify as a project:

- Non-routine requests for work made by a department outside of OIT
- Projects required for inclusion on summary reports by CIO Office
- Projects evaluated using the PSU/OIT Enterprise Review Process

USUALLY classify as a Project:

- Coordinated efforts, involving multiple staff and OIT departments
- Has a planned start and end date
- Involves departments outside of OIT
- Tracked maintenance efforts for a specific department which should be included in CIO reports
- Is a significant update to an existing system
- Installation of or migration to a new system
- Major upgrades

USUALLY classify as Maintenance and Administration

- Efforts of short duration
- Efforts involving only one or two staff members
- Efforts are repetitive and routine
- Minor upgrades
- Patches
- User support & ticket resolution

Project evaluation and selection

To fully understand how a project is managed one must understand what structure an organization has and how they treat projects. The OIT PMO has a tool that people must submit for each project request. The form requires the requester provide the project scope, sponsors, and stakeholders. Once the request has been submitted the PMO reviews the submission to determine how it matches with the organizational goals [4].

Project selection is based on a projects ability to meet any of the five goals handed down by the President of the University [5], or the five OIT goals [6] defined by the Chief Information Officer. These goals were set by the president of the university some time ago and change based on the direction the president deems the university should head in. The OIT goals were brainstormed and designed during an all-staff meeting as a group and refined and approved by the CIO. They are similarly revisited from time to time to ensure alignment with current trends and business requirements. This is common practice among many organizations and is an excellent means of evaluating whether a project should be worked on, how many resources it deserves, and its urgency.

Evaluation pitfalls

One aspect of concern that Ellen stated during the interview is that once a project is selected by the PMO, the projects are never re-evaluated against the goals. This could lead to a major pitfall that many organizations fall prey to: scope creep. If a project's scope creep drives it in a different direction, the project could move away from fulfilling the goals that were originally established. It is also possible that the goals change across a project's lifecycle, forcing it out of alignment with University goals.

This lack of goal review for the projects should not be confused with project updates. The leadership team within OIT meets once per month to review the entire active project portfolio. Each department's director is given a brief amount of time, usually about a minute, to give an update on each of their projects so that the leadership team may evaluate the progress. This not only forces the directors to keep their documentation up to date, but it keeps the entire leadership team informed on the progress of projects that the organization is working on.

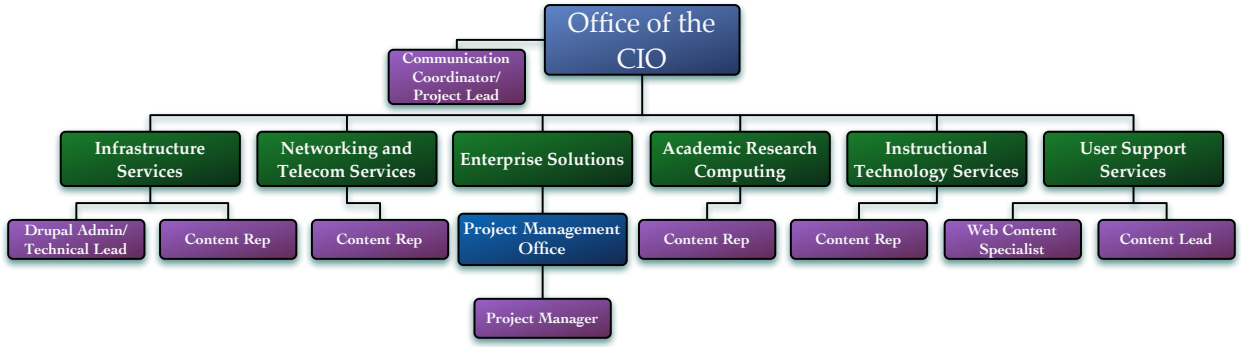
Lastly, to close a project, the PMO does a one hour forum to evaluate the project. The PMO looks at the scope and goals of the project and whether the project met the goals or not. During the forum members discuss what was and

was not done and a "lessons learned" document is created. This aides in ensuring that future projects do not suffer similar setbacks and can share in the successes. This is a process that is typically only used on the larger projects within the organization as the smaller projects do not have nearly as much to offer.

Project organizational structure

Within the Office of Information Technology, projects are created by one or two project managers, a definition imposed by the TeamDynamix product that allows editing of project plans, schedules, resources, and general day-to-day housekeeping within the tool. Each project is also assigned a project sponsor. The sponsor is the individual ultimately responsible for seeing the project stays on track and is completed on time and to the defined specifications. The sponsor is not always a key member of the project team, often they are only brought in to overcome roadblocks or make key decisions or approve final specifications. As shown in Chart 2, the OIT Leadership Team is most often the sponsors of projects, delegating members to project teams from within their various departments, or collaborating across departments to build the required expertise to accomplish a given project. Ellen Weeks has created a simple mantra for the OIT PMO, stating that they strive for "just enough project management." Given the highly heterogeneous environment of higher education, strict and imposing methods of project management often increase the overhead and buy-in costs resulting in reduced efficiency of projects. None of the projects in OIT are of an overly grand scale and so many individual projects are in-flight at any given time that simple, straight-forward techniques have been found to work the best in this environment. This simple statement lends itself best to the functional project organization. Team members on projects remain a part of their housing department and lines of reporting remain intact. With the myriad of projects going on at any one time, one could argue that a hybrid or matrixed organization is more fitting, but the OIT Online Presence project is most analogous to the functional organization type. Many of the project team members are also on other projects and allocate their time appropriate to the tasks and deadlines for each as necessary, reporting directly through their functional units, and to the project manager to determine optimal resource utilization.

Chart 3: OIT Online Presence Functional Organization



The CIO is the Project Sponsor. The Project Manager and Communications Coordinator work in conjunction to ensure the project runs smoothly, and embedded content reps provide materials from their areas while continuing to report to their functional managers.

Project Inception and Kickoff

Pre-planning and role assignment

The pre-planning process is where you outline the vision and scope of a project. As stated by Cleland & Kocaoglu [8], the phase of a project that addresses these aspects in called the Definition Phase; "the Definition Phase simply

tells in more detail what it is we want to do, when we want to do it, how we will accomplish it, and what it will cost." A project manager needs to play many roles in a project from that of a counselor to a disciplinarian, to a motivator, among other things. As it relates to defining authority and responsibilities and how everyone functions together, having clearly outlined roles and then presenting these roles to the staff members will create an environment where guessing is not the norm or best option. With the OIT Online Presence project, Denise worked with Izabella to create a rough outline and project plan. Izabella took the knowledge gathered from reviewing the various sites and existing articles and presented the project plan with an accompanying report detailing some best practices from other, similar sites, as well as her understanding of the requirements up to that point. Throughout the project, communication from the content reps led to the adaptation of the project requirements away from a two-site configuration to a single-site setup as separating the information significantly impacted the usability, increased complexity, and reduced the options available in architecting a clear and concise web presence. The goal was to move away from six separate OIT operated web sites into a unified whole. Having direct communication with the CIO provided the necessary approval to modify this top-down requirement and kept the project moving forward without skipping a beat.

The initial project plan called for two sites, a marketing site and a user-documentation site. This was later scrapped for a more holistic single-site structure that met both needs.

Within this planning you outline the roles of each staff members and list what tasks will assigned to each. In order to have a successful kickoff of a project you need to clearly outline the project. This project plan gives an overview of the project which includes the parts that people play. These parts, as outlined by the interviewees include the following: who is responsible for what, what accountable measures are set up, who will be consulted for various supporting resources, and the process for keeping everyone informed of the progress. This defining of the roles, called RACI (responsibility, accountability, consultation, and informed), goes a long way in making sure that the beginning of the project starts off properly. Izabella and Denise [7] use the RACI method of project planning and find this method useful because of the overall outline of the project is clear and available to all participants of the project (see Appendix A).

Task assignment

Outlining the Work Breakdown Structure (WBS) for a project as defined in Meredith & Mantel [9] stresses that the hierarchical planning process where all the tasks and subtasks are detailed so that each person's responsibilities are known and scheduled in the larger project. Organizing who has responsibility and authority for each task is the Responsibility Matrix, or RACI, is detailed in more depth in the Meredith & Mantel text [9], where "the PM can keep track of who must approve what, who must be notified, and other such relationships." Depending on the size and scope of the project, this responsibility matrix can be simple and straight forward, or it can be very complex. The bottom line is that, if clearly outlined and detailed, the people involved in a project will have a full understanding of how they fit in and what is required of them. While these are formal structures to the planning process they seem to be combined in some fashion to produce a workable outline of the needs of a project. Izabella and Denise [7] both talked about the need for a "project plan." Denise, the PM for the OIT Online Presence project, stated in the interview, "I typically start out with a project plan and start identifying resources,… their availability, and your starting to work on the project activities and timeline." She goes on to note that while the plan may not need to be finished when you start a project it is the outline that gets you to all of the other important elements teased out (see Appendix B).

According to Denise, the kickoff is a very important part of the overall success of a project because that is where the project is launched. In meeting all the staff, managers, sponsors, and other principles who gather to go over the scope of the project, everyone is informed of their roles. Here everyone is presented with the vision, scope, and the outline of the project as a whole and in all the parts so that everyone is on the same page. The project team ended up being rather sizable and filling one of OIT's larger conference rooms when all parties were present. As the project wore on, Izabella and Denise made the decision to be more efficient with the project teams time and split the majority of checkin meetings across departmental boundaries. This created efficient checkins where only two to five individuals were present and could discuss and work directly on the material that affected them while avoiding listening to other departments specific needs. There were roughly four checkin meetings that involved the entire group and this was to discuss and gather feedback on overall site architecture and to pressure some lagging groups into completing their unfinished task; peer pressure can be a strong motivator when everyone else in the room has accomplished their tasks.

Project Termination and Ongoing Maintenance

The end is nigh

With the OIT Online Web Presence project currently at its apex, a thorough postmortem of the project is impossible but the new website is slated to go live in a matter of weeks, and with that, the project will come to a close. The Communications Coordinator and Web Content Specialist have taken this inevitability to heart and clearly understand that without ongoing controls, it will only be a matter of time before all the effort to audit, organize, edit, and republish hundreds of help and informational articles will be useless if simply left to stagnate and atrophy like the majority of content from the old web sites. With this understanding the project plan included one key element to live on beyond the project lifecycle and maintain consistency and future-proofing; this element became known as the OIT Content Manual. This manual has two primary goals: first, to ensure consistency and guidance in the writing, tone, layout, and presentation of articles posted to the website, and second, to provide a content management framework that includes a lifecycle element for all published content. This content manual will help content reps create good documentation, and the content lifecycle will ensure that articles are properly constructed, edited, tagged, and organized prior to their public debuts. All articles on the website will also require periodic evaluation to ensure that time has not rendered them irrelevant, inaccurate, or that they are simply in need of a few updates. With any luck, the hard work of the entire project team will set a foundation for a strong web presence that will take less work over time, provide more utility to the customers who use it, and provide a clear path for future improvements over a poorly implemented solution with no stipulations on what is to occur once the project meets its close.

Chart 4: OIT Content Lifecycle [10]

The OIT Content Manual stipulates a process by which all articles for publication must go through. This ensures consistency and organization as well as period evaluations of all live content [10].

Making the cut

Another tool–started by Ellen Weeks in many of her projects over her decades of experience working as a PM at Portland State University–is to thoroughly track and document good ideas that fall outside the scope of a given project. These are documented in an "upcoming phases," "phase 2," or "out of scope" document. When a project concludes, follow-up projects can be spawned if the items abandoned as scope creep are deemed valuable to the organization. Most often, items that find themselves out of scope are sentenced to limbo, never to be brought up again. However, for larger projects, such as the migration to Google Apps for Education, many of the out of scope items were important and were split into multiple additional phases. During the OIT Online Web Presence project postmortem forum the team will discuss the value of the items and an an initial decision on whether to revive them will be slated to occur. If they are deemed valuable enough, they will be elevated to the leadership for review, approval, resource evaluation, or abandonment.

Conclusion

Adrift without a PM

During the early attempts to migrate OIT's web content to the new Drupal infrastructure the project suffered from numerous malaises, primarily lack of commitment, a defined scope, a clearly defined project team with associated tasks and roles, poor communication between operational units, and no direct reporting to the executive management. The project was moved along, and was nearing the pilot phase, and would likely have been completed prior to the current project's go live date but was then urgently and drastically cut short by the immediate need to put into service a website that conformed to the requirements from the executive level. A large portion of work was left to languish and the initial PSU Enterprise Drupal rollout was bereft of any of the enhanced materials that had been studiously worked on by the original constituents of the project. Had the original project included a sponsor of sufficient clout and will, the outcome could have been radically different [11].

Project management running roughshod

Instead what occurred was the temporary Project Coordinator took the reigns as the PM and self-published nearly all of the content that is currently available on the OIT website. When this PM began the project, time was her biggest ally and greatest folly. There was a call from the Vice President to get the site inline with the PSU web standards and she took this charge and ran with it. The existing project team was barely consulted and the site was live in less than a month. Many of the decisions were made in a vacuum, as the CIO and the lead on the existing migration were on extended vacations. When the CIO returned, a demo of the site was presented as launch-ready and the project team was not included, nor was their dissent escalated. The CIO made the decision, without all of the proper information, to press the site into service. After this, the CIO presented the change to the Vice President, and at that point, there was no turning back. The site was live, the Vice President was impressed by OIT's expediency, and the project was closed with a strange nebulous requirement briefly stated by the VP that departmental websites should be marketing focused and that a separate "intranet" site should be created for any business-related information that customers might require, separate from the main websites. This requirement loomed and no one, not even the CIO provided clarification as to what it meant.

For the next year, testbeds of an intranet site were worked on, but never given the time or credence to effectively bring them online. Customer reeled, and the OIT Helpdesk and Telecom service desks took more calls and walk in support requests then necessary as easy to access support information had been lost [11].

Single point of failure, many points of concern

None of the project management elements discussed in this paper were brought to bare during this high-speed migration. The project manager was not formally trained in project management techniques or practices and did not communicate with the project team; the project lacked definition, scope was not provided, and no sponsor was appointed. No timeline or plan was put into place and the work that had been done previously was all but ignored. This was a cut and dry case of a project manager doing what they thought was right for the organization, doing what they believed to be the best of all available options, but making those decisions by themselves with little input from key stakeholders. It is easy to lay the majority of blame at the lack of project guidance on part of the PM, but the individuals who were part of the project team, the departmental managers responsible for the success of the project, and the directors who should have been heeding the cries of stakeholders are equally to blame for this projects ultimate failure. Minimally, the Vice President's requirement was fulfilled and we did have a modern-looking website, however unfortunate the path was getting there.

Alone and directionless

Lastly, when the site went live, no project termination steps were completed to ensure everyone knew what was to happen next. Shortly thereafter, the temporary Project Coordinator's contract came to an end, and not long after that, the previous manager responsible for the website content moved to a position in another department at the University. There were many unanswered questions, and nearly all of the 25 authors on the old site had their permissions to publish content removed. No one knew how to get new articles created or how to edit ones that were lacking information or simply inaccurate. Whole classifications of articles were deemed intranet-only, but no intranet existed and no one knew when it would become available. There were minor modifications and some content added, but overall, their was a freeze on changes. It was not until a proper, structured approach was to be taken that things started moving forward in a meaningful way.

Simple, effective project management

The Chief Information Office understood that there was a need and she, before departing for another job in Hawaii, had been making major progress on creating several Project Coordinator positions as well as a Communication Coordinator. She understood that in order to have a project with so many stakeholders and a high level of information architecture expertise required, these positions would be fundamental in succeeding where others had failed in the past.

With the hiring of Denise and Izabella, and the transition to Kirk Kelly as the CIO, the OIT Online Web Presence project was rekindled. This was the first time it had been given a name. Something as simple as naming your project is important to be able to speak to a project and helps define its intent. As described throughout this paper, Denise, in collaboration with Izabella, utilized extensive, yet simple project management techniques to give the project definition, structure, roles, tasks, and a realistic schedule. Clear and concise communication about the project is sent to the project team on a regular basis and just-enough check-in meetings are held to keep the wide array of stakeholders engaged and informed.

Results you can be proud of

The road to creating a high quality, unified, and accessible online presence for OIT was a long one. Years ago a group of individuals with a nebulous set of goals came together to try and make this a reality but only made it part way before a truncated project was pressed into service without proper evaluation and implementation guidelines. OIT was stranded with a less the adequate website since and only with the recent OIT Online Presence project has the original dream begun to look like reality. By leveraging "just enough project management," what was a multi-year

quagmire of a project has turned into four months of successes. Come July, Portland State University's students, staff, faculty, and technology professionals will have an enhanced web experience, data they've missed for years, and OIT will have clear mechanisms to improve the road ahead thanks to the hard work of OIT's Web Online Presence project team.

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Appendix A: RACI Matrix for OIT Online Presence Project

NAME	TITLE	RESPONSIBILITIES
Brenna Kutch	HR Specialist	Consulted
Brian Grant	Producer, ITS	Responsible: AV Events
Denise von Nagy	Project Coordinator	Responsible: Project Management
Elliot Schlegelmilch	Web Developer	Consulted; Responsible: Web servers/infrastructure
Izabella Warner	Communications Coordinator	Responsible: Website Owner, Information Architect
Jerrod Thomas	Director User Support Service	Consulted, Informed for USS
Max Oxman	USS Helpdesk Consultant	Consulted; Responsible for USS content
Mike Gostomski	IS Analyst Programmer	Consulted; Responsible for IS content
Michelle Charbonneau/Janelle Siler	Associate Director Communications, NTS	Consulted; Responsible for NTS content
Monica Morillas	Manager, Computer Classrooms & Labs	Consulted; Responsible for AV, Labs and Classrooms content
Nick Buono	USS Helpdesk Manager	Consulted; Responsible for USS content
Phyllis Boulton	USS Google Trainer	Consulted; Responsible for OIT Training content
Rick Arnold	Distance Learning Center Manager	Consulted; Informed for DLC
Kirk Kelly	Assoc. Vice President & CIO	Project Sponsor; Responsible for championing the project
Will Garrick	Assoc. Director Academic Research Computing	Consulted; Responsible for ARC content
Taylor Ellsworth	Manager, Computer Classrooms & Labs	Consulted; Responsible for AV, Labs and Classrooms content

Responsible, Accountable, Consulted, Informed matrix for OIT Online Web Presence project [12].

Appendix B: Project Plan with Resource Assignments

#	TITLE	STARTS	ENDS	RESOURCES
1	Project Launch	2/7/13	3/15/13	
2	Define Team Members & Roles	2/7/13	2/19/13	Izabella Warner; Denise von Nagy; Ryan Bass;
3	Define Scope & Deliverables	2/7/13	2/19/13	Izabella Warner; Denise von Nagy; Ryan Bass;
4	Create Project Plan & Schedule	2/15/13	3/15/13	Denise von Nagy;
5	Invite Team Member	2/7/13	2/7/13	Denise von Nagy;
6	Create Agenda	2/7/13	2/15/13	Izabella Warner; Denise von Nagy;
7	Prepare Kick-Off Presentation	2/7/13	2/15/13	Izabella Warner; Denise von Nagy;
8	Kick-Off Meeting	2/19/13	2/19/13	Izabella Warner; Denise von Nagy; Monica Morillas; Michelle Charbonneau; Max Oxman; Mike Gostomski; Ryan Bass; Brian Grant; Elliot Schlegelmilch; Brenna Kutch;
9	Analyze and Define	2/25/13	5/31/13	
10	Content Analysis	2/25/13	5/31/13	
11	Define the business needs and audience for each platform: Website & Internal documentation	2/25/13	3/22/13	Izabella Warner;
12	Perform content inventory audit for each OIT dept	3/8/13	4/12/13	Izabella Warner; Denise von Nagy; Monica Morillas; Michelle Charbonneau; Nick Buono; Max Oxman; Mike Gostomski; Ryan Bass; Brian Grant; Elliot Schlegelmilch;
13	Meet with Content reps to define content for their areas after inventory audit	2/25/13	4/19/13	Izabella Warner; Denise von Nagy; Monica Morillas; Michelle Charbonneau; Nick Buono; Max Oxman; Mike Gostomski; Ryan Bass; Brian Grant; Elliot Schlegelmilch;
14	Forms Analysis	5/20/13	5/21/13	Izabella Warner; Max Oxman;
15	Content Manual and Style Guide	3/21/13	5/31/13	Izabella Warner; Max Oxman;
16	Structure Research	4/29/13	5/17/13	
17	Usability Testing to Establish Information Architecture - Card Sort	4/29/13	5/10/13	Izabella Warner;
18	Establishing website functionality [search, faqs, tagging]	4/29/13	5/17/13	Izabella Warner; Max Oxman; Elliot Schlegelmilch;
19	Prototype & Build	5/6/13	6/14/13	
20	Navigational Prototype	5/6/13	5/10/13	Izabella Warner;
21	Navigational Prototype Review and Finalization	5/10/13	5/17/13	Izabella Warner; Elliot Schlegelmilch;

#	TITLE	STARTS	ENDS	RESOURCES
22	Wireframe design for page layout	5/22/13	6/14/13	Izabella Warner; Max Oxman;
23	Stage Production	5/2/13	6/14/13	
24	Clean Staging Environment	5/6/13	5/10/13	Izabella Warner;
25	Build structure	5/20/13	6/7/13	Izabella Warner; Elliot Schlegelmilch;
26	Populate content in stage environment [create, combine, delete pages as needed]	5/20/13	6/7/13	Izabella Warner; Elliot Schlegelmilch;
27	Forms migration into Intranet	5/2/13	5/3/13	Izabella Warner; Elliot Schlegelmilch;
28	Test Website, links, forms with select set of users and Heuristic Analysis	6/10/13	6/14/13	Izabella Warner; Denise von Nagy; Max Oxman;
29	Kirk's "letter" from the leader in about OIT	6/4/13	6/5/13	Izabella Warner; Michelle Malkasian;
30	Deploy	5/31/13	6/21/13	
31	Define Process for Content Audit (Frequency)	5/31/13	6/21/13	Izabella Warner; Max Oxman;
32	Communicate	6/17/13	6/21/13	Izabella Warner; Denise von Nagy; Max Oxman;
33	Train Content Reps	6/20/13	6/21/13	Izabella Warner; Max Oxman;
34	Go-Live	6/24/13	6/24/13	Izabella Warner; Denise von Nagy; Max Oxman; Elliot Schlegelmilch;

Project plan for OIT Online Web Presence including start and end dates for tasks as well as the assigned resource [13]