DRAFT
Project Charter
ASP

Section 1 – Build the Project Team

**Project Sponsors**
Champions the project at the administrative level of the Library. Work with the project team to achieve project outcomes and provide resources and support.
Associate University Librarians

**Project Leads**
Lead the team to achieve the deliverables of the project as described in the Charter.
Colleen Quigley
Pauline Cox

**Project Team**
Reporting to the Project Leads, achieve the deliverables of the project in the specified timeframe.
Denise Dunphy       Melissa Hefford
Chris Mouland       David Mercer
Tanya McDonald      Heather Pretty

Section 2 – Initiating and Defining the Project

**Project Description**
Using the *Problem Statement* draft a high level statement that answers “why” the project is being undertaken. Include in this section a reference to the portion of the MUN Libraries strategic plan the project addresses and describe the project’s purpose, scope and deliverables.

The purpose of this project is to implement the purchased Archival Services Platform (ASP) software from Minisis and begin the transition of existing digital and keyed data into that platform to a point of process operationalization. This system will provide Memorial University with a unified and integrated archival services platform. Involved in this implementation are: Memorial Libraries’ Archives and Special Collections (ASC), Faculty of Medicine Founders’ Archive, Faculty of Humanities and Social Sciences’ Maritime History Archive (MHA), and Folklore and Language Archive (MUNFLA). This new system will virtually consolidate and centralize the discovery of our existing resources while providing increased accessibility of our combined resources as we strive to better serve our patrons. It will allow better management of all functions within our archival units including acquisition, appraisal, preservation, processing, reference, and exhibition visibility. The new system will centralize existing resources and replace a multitude of current databases and tools. It will promote cooperation and collaboration campus wide for all archives.
Project Deliverables

Using the Goal Statement draft the project deliverables. These are more specific or detailed statements that describe the tangible deliverables that the project is expected to produce. When crafting deliverables think of SMART.

- **Specific**: Define deliverables clearly, in detail and think of 6 w’s (who, what, when, where, why, which);
- **Measurable**: Identify the measures and performance indicators that will be used to determine whether the deliverables have been met, (metrics and milestones, how much, what percentage);
- **Achievable**: Ensure each deliverable, as outlined, has a reasonable expectation of being successfully completed (do you have skills and tools to accomplish the deliverable); Be realistic about what is achievable and ensure each deliverable aligns with the project description;
- **Time-bound**: include the date or specific period by which the team expects to achieve each deliverable (what are the timelines)

- Implement the ASP software for use in all four archival units at Memorial University.
- Create data maps for all existing digital data in preparation for data conversion.
- Obtain agreement from all archival units on the standardized vocabulary to be used in the system.
- Prioritize digital data to be converted by the vendor and authenticate data converted from existing databases.
- Ensure staff are properly trained to input non-digital data using correct terminology / standards.
- Train select staff to become subject matter experts so that they can better assist others with data input or other systems issues.
- Prepare timeline for implementation of the system, digital data conversion, and data entry.
- Create a Change Management Process.
- Prepare a framework for operationalization (i.e., define and measure progress of moving data to the new system).
- Perform adequate testing of converted databases to ensure data integrity.
Section 3 – Planning the Project

**Stakeholders**
Through a *Stakeholder Analysis* identify individuals, groups, or organizations that may affect, or be affected, or perceive itself to be affected by, the deliverables of the project.

- Special Collections & Archives
- Folklore and Language Archive (MUNFLA)
- Maritime History Archive (MHA)
- Faculty of Medicine Founder’s Archive
- MUN Libraries
- Faculty of Medicine
- Faculty of Humanities and Social Sciences
- Library IT Services (LITS)
- CIO Office
- President’s Office
- Researchers
- Donors

**Risks**
From the *Stakeholder Analysis* identify events or conditions which have a probability of occurring and which present an opportunity or threat to the project.

- Protocols need to be in place to protect the security of the data in the new system and ensure all privacy concerns are addressed.
- Concerns have been raised regarding insufficient staff / resources to input data into the system especially in archives where the number of staff is low.
- Data mapping exercise may take a significant amount of time.
- Anxiety exists that this process may cause tension between the different archival units as decisions are debated / decided.
- Attention needs to be paid to the quality of data entered by non-archival experts in areas with limited resources.
- Recognize that Union issues may arise if data entry is performed by non-union employees (i.e., students).
- Vendor ambiguity regarding timelines and cost for implementation, data conversion, and customization.
- Negative user reaction and potential user anxiety during launch of the new discovery layer.
**Risk Mitigation**
Draft a risk response strategy whereby the project team acts to decrease the probability of occurrence or impact of a threat.

| - Manage Stakeholder expectations regarding timelines for the system operational and data to be available. |
| - Ensure respectful and collaborative communication between all archives. |
| - Implement change management process (internally / vendor) |
| - Ensure stakeholders understand the need for sufficient resourcing to meet timelines with regard to the data entry of non-digitized archival data. |
| - Perform validation of migrated data to ensure conversion of current digitized data produces accurate results. |
| - Create an implementation plan and work with the vendor to get agreement regarding timelines. |
| - Develop a communications plan and soft launch with a small cadre of users to mitigate anxiety and negative reaction to implementation. |

**Not Part of the Defined Project**
Identify work (features, functions, and deliverables) that is not included in the project or is determined to be outside of the project.

| - RAD Training |
| - Maintenance |
| - Usability Testing |
**Timelines**
From the Project Deliverables provide a list of activities or events to complete the deliverables, in chronological order.

- **November – December 2018**
  - Finalize Project Charter.
  - Begin data mapping exercise for all digitized data.
  - Prepare to present the plan for this project at the Strategic Planning session in December.

- **January – March 2019**
  - Implement the new software at Memorial University.
  - Work with the vendor to prepare conversion of all current digitized data.
  - Verify converted data.
  - Prepare a communications plan.
  - Vendor supplies system training for staff.
  - Prepare for collection of change management effectiveness metrics

- **April – December 2019**
  - Prepare a plan, including timelines for entering non-digitized archival data into the new system.
  - Begin manually entering data into the system.

**Resources**
Describe the resources necessary to complete the project. This could include funding, training, technology and staffing (both internal to the library resource requirements and identification of any additional expertise).

- **Project Team Lead**
  - Manage deliverables using Project Management Methodology.
  - Develop the Project Plan and schedule.
  - Monitor project progress and resource allocation / usage.
  - Track project progress and take corrective action when required.
  - Prepare progress reports to Project Sponsors at agreed upon intervals.
  - Site visit to other Minisis implementation for comparison.

- **Business Analyst**
  - Help the Project Team stay within the scope of the project.
  - Work with the vendor on technical issues around implementation, data conversion and security issues.
  - Assist Project Team Leads as required.

- **Project Team**
  - Participate in planning discussion / data mapping exercises.
  - Perform verification of data converted from digital resources.
**Communication**
Describe how, when, and by whom information about the project will be managed and disseminated to the Library and other stakeholders. Identify regular updates to Portfolio Group; regular updates to Library and other stakeholders. A “kick-off” meeting for a project is the initial communication event.

- Participate in Kick-Off Meeting to inform all MUN Library faculty and staff about this project.
- The Project will develop a communications strategy to share progress updates to faculty and staff as the project progresses.
- Prepare a Communication Plan to detail how and when stakeholders will be informed of project milestones, including an announcement of the new discovery layer.

**Reporting to the Sponsors**
Draft a statement about how, when and by whom the status of the project will be reported to the Sponsors. Reporting will be aligned with the project dashboards (TBA) and will be used to inform the Portfolio Group and the University Librarian about progress as per the deliverables.

- Project updates will be routed to the Portfolio Team by the Team Leads on a monthly basis.