Project Charter

Leadership

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.
Lindsay Alcock
Liza-Ann Tucker

Project Team
Reporting to the Project Leads, achieve the deliverables of the project in the specified timeframe.
Meghan Gamsby
Keith Hannaford
Monika Stephenson

Section 2 – Initiating and Defining the Project

Project Description

MUN Libraries, through the strategic planning process, identified leadership development as a clear priority. This team will develop and implement a program to maximize our impact and empower our people to be leaders in their everyday work.

The strategic goal “Foster and encourage leadership development” is the focus of this project. To facilitate the leadership skills of our people, we will design a multi-streamed program to include numerous components of communication, wellness, collaboration, program development, career development, and change. This program will include a mixture of approaches, including a speaker/seminar series, e-mail magazine, leadership workbook, and discussion forums (face to face and online), to reach a wide audience encouraging our people to be “leaders in place” (LIP).
Project Deliverables

1. Collect and report on data indicating impact and engagement from baseline and throughout the life of the project using a validated measurement tool.

2. Develop and implement a multi-streamed leadership program with flexibility to allow participants to choose their own program components.
   - 6 project streams: Communication, Wellness, Collaboration, Program Development, Career Development, Change
   - Program elements include, but are not limited to: Speaker/seminar series, leadership workbook, email magazine, discussion forums, wellness activities.

3. Regularly collect and report on feedback from participants and non-participants to inform program development.
Section 3 – Planning the Project

**Stakeholders**

- Library employees (main stakeholder group)
- Library administration
- Memorial University
- Library users (faculty, students, staff)
- Speakers/contributors to the Leadership Program (to be identified as the program develops)
- MUNFA/CUPE

**Risks**

- Lack of participation/engagement (participation fatigue, apathy, feeling of irrelevance to their work)
- Time for employee participation due to lack of resources
- Lack of speaker availability
- Insufficient resources to implement and maintain program
**Risk Mitigation**

- Ensure that program events and activities are spread out over time and manageable for employees to participate
- Plan a strategic roll-out to elicit interest and understanding
- Regular and varied communication strategy
- Explicit support from library administration, supervisors, and division heads for program deliverables and activities
- Variation in time commitment and schedule
- Pulling information and resources from existing programs, literature, assessment tools, and knowledge
- Maintain a current list of speakers and topics
- Investigate local expertise and lower cost solutions

**Not Part of the Defined Project**

- Operational arrangements for individual participation (e.g. desk coverage)
**Timelines**

1. Project Kick-Off (December 18, 2018)
2. Obtain baseline impact/engagement measurement (March 2019)
3. Change Management event (February/March 2019)
4. Launch of LIP* Service** (February/March 2019)
5. Launch of LIP Talk*** (March 2019)
6. Finalize and distribute LIP Tracker**** (May 2019)
7. Continue to plan and implement program activities (June 2019 onwards)
8. Obtain impact/engagement measurement throughout program.

*LIP = Leadership In Place  
**This is an e-mail magazine  
***This is an informal discussion series based on assigned items including books, TED Talks, articles, etc.  
****This is a leadership workbook

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**Resources**

- Funding
  - Speaker fees (4-6 per year) - $1000/year*
  - Inventory/Measurement tools - TBD
  - Printing and Promotion - $1000/year*
  - Leadership Collection - $1800/year *(a combination of $800 for LIP Talk and $1000 for focused collection)

- External leadership training opportunities
  - E.g. Webinars - $1000/year*

- Library employees
  - Time to participate as both instructors and learners
  - Committee’s time to design, implement, and assess program

- People/external (to participate as speakers, instructors, mentors)

- Space

- Administrative support

- Technology support

*These are rough estimates
**Communication**

We will communicate with the following groups:

Library employees
- Regular updates about program progress as determined by project schedule
- Recruitment information about the programs
- Program evaluation and assessment
- Build engagement and ask for feedback and suggestions

Portfolio group
- Monthly meetings or as determined by the Portfolio Group

Kick-off
Communications coordinator
- As needed to strategize best communication methods

Leadership Plan Team
- Regular meetings
- Basecamp

We will use a variety of communication tactics, as appropriate, including email, in-person, Confluence, social media, and print.

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**Reporting to the Sponsors**

We will have monthly meetings with the Portfolio group, or as requested.