Central Project Office: Charter
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INTRODUCTION

This charter is to define the purpose, vision, mission and functions of the Central Project Office (CPO). It states who the CPO’s sponsors and primary stakeholders are, the services that it offers, and the staffing and support structures required to deliver those services.

The Central Project Office (CPO) has been created to serve the Information Technology and Computing Services Department within the Administration and Finance Division of East Carolina University.

PURPOSE

Establishment of the CPO arose out of ITCS need to have a dedicated and knowledgeable project management function to successfully assist in managing directly/indirectly projects from inception to close, mentor and train resources in project management leading practices, and develop and institutionalize good project management standards across ITCS.

The specific purpose of the CPO is the following:

- Deliver project support to Information Technology and Computing Services (ITCS) and its customers by providing guidance in project management processes and methodologies in a manner that is efficient, consistent, and standardized.
- Provide mentoring and coaching in an effort to raise the project management maturity level of the organization.
- Deliver enterprise project reporting

By providing the necessary tools and support, the CPO will look to deliver successful Information Technology (IT) projects – every time.

As it is important to define what the CPO is and its functions, it is of equal importance to clearly state what functions and/or services are not within the scope of the CPO. This is not a thorough list, but a starting point for further discussions.

The responsibility of successfully managing projects rests with the business unit project manager/lead of that project; the responsibility of the projects’ success rests with management support and technical expertise. The CPO can help the business unit project manager/lead be successful, but the CPO is not taking over the accountability for individual project success.

The responsibility of the management of resources will continue to remain with ITCS management and business unit project manager(s)/lead(s).

EXPECTED BENEFITS

ITCS LEADERSHIP

- Overview of what is being worked on in ITCS and by whom
  - Weekly portfolio report
  - Executive reports
- Mechanism for providing facts to show what the ITCS department has accomplished, as well as providing justification for requests for additional funding, resources, etc.
- Increased ability to show value to the University community
PROJECT MANAGER(S)/LEAD(S)

- Standard processes and tools maximize chances of project success, resulting in less rework and reduced cost of delivery
- Enhanced capability through training and mentoring
- Increase in collaboration and knowledge transfer between project manager(s)/lead(s)
- Optimized use of ITCS Staff (resource utilization)

ITCS STAFF

- Enhanced project execution through the establishment of a consistent project management framework
- Efficiency gains through the use of standard processes and tools
- Greater understanding of tasks and priorities

EXTERNAL CUSTOMERS

- Increased communication with ITCS about overall priorities and project status
- Increased probability of implementing projects that meet customer requirements and needs
- Increased customer satisfaction

VISION

- To promote project management best practices, standards, quality and methodologies
- To deliver a channel of communication for project status, financial health and mitigation of issues, risk and dependencies across projects, departments and/or divisions
- To ensure customer satisfaction through delivery of a project that meets or exceeds customer expectations
- To ensure that complex, enterprise-level IT projects are planned, organized, documented, managed and completed within agreed-upon targeted completion dates while providing superior service to the university.
- To provide accurate and timely monitoring of university IT projects within the project portfolio system

MISSION

The CPO mission is to implement enterprise-proven project management principles and methodology that promotes successful project execution while managing schedules, budget and scope for our customers and fulfilling university strategic objectives.

GOALS

In support of its vision/mission, the CPO has the following primary goals and objectives:

1. Keep ITCS leadership and the project community informed
2. Serve as ECU’s authority on IT project management practices
3. Manage IT projects directly or indirectly (providing guidance)
4. Collaborate with ITCS Directors to manage the ITCS Project Portfolio
5. Build ITCS’s project management maturity at the organizational level
6. Build project management expertise among ITCS Staff
7. Performance Metrics

Listed below is the specific work that the CPO will perform in order to meet its goals.
1. KEEP ITCS LEADERSHIP AND THE PROJECT COMMUNITY INFORMED
   • Report to CIO on:
     o ‘Yearly’ Strategic ITCS projects – monthly
     o Enterprise projects – weekly
     o Special projects – upon request
     o Metrics that measure CPO effectiveness – annually
     o Issues and Opportunities – as they arise
     o Management, oversight, governance and quality assurance to projects assigned to the CPO
   • Maintain the ITCS Project Dashboard Website

2. SERVE AS ITCS’s AUTHORITY ON IT PROJECT MANAGEMENT PRACTICES
   • Set the IT Project Management standard
   • Recommend project management tools for university-wide use
   • Serve as the official source of IT project templates and other project aids
   • Project Management mentoring: Be available to interested parties (internal and external) to advocate good project management practices
   • Project audits: Develop process to allow for review of project delivery process

3. MANAGE ITCS PROJECTS EITHER DIRECTLY OR INDIRECTLY (PER DEFINITIONS THAT FOLLOW).
   • The CPO directly manages IT projects on request:
     o The business unit determines that an approved IT project will be managed by the CPO
     o CPO provides project management services for the project
     o CPO is accountable for successful project delivery
     o CPO deals directly with the Sponsor
     o CPO applies its project management standards in these projects

   • The CPO can indirectly provide guidance to IT projects on request:
     o The business unit determines that an approved IT project will be managed outside the CPO
     o Business Unit provides the project manager/lead for the project
     o CPO provides guidance to the business unit project manager/lead but under normal circumstances would not provide direct project management services.
     o Business Unit project manager/lead is accountable for successful project delivery
     o Business Unit project manager/lead deals directly with the Sponsor
     o CPO provides guidance on ITCS project management standards; projects are managed based on the project management framework established guideline

   • In addition, the CPO performs the following services:
     o Performs project quality audits quarterly and/or on request
     o Performs project risk audits on request
     o Provides Business Analysis services (e.g., Requirements Elicitation) on request
     o Maintain and publish a “Lessons Learned” Repository
     o Maintain the ITCS Project Dashboard Website

4. COLLABORATE WITH ITCS DIRECTORS TO MANAGE THE IT PROJECT PORTFOLIO
   • Maintain and publish a master IT projects schedule, including critical milestones
   • Assist with project resource management (utilization)
   • Warn ITCS Directors of IT projects at risk and provide recommendations
• Perform capacity planning with ITCS Directors so that the ITCS makes optimal use of its resources
• Regularly, as agreed, monitor and measure project performance
• Work with business unit project manager(s)/lead(s) and ITCS Directors to make adjustments to under-performing projects

5. BUILD PROJECT MANAGEMENT MATURITY AT THE ORGANIZATIONAL LEVEL

• Project Governance: Establish and continuously improve a standardized project management framework
• Maintain Project Repository: Establish centralized location to store project artifacts for project history and review
• Act as a resource for project teams throughout the project lifecycle to ensure adherence to the ITCS project management standards and best practices
• Maintain a “Lessons Learned” Repository (archive)

6. BUILD PROJECT MANAGEMENT EXPERTISE AMONG ITCS STAFF

• Mentor CPO project team (and other project teams by request) in such areas as:
  o RFI/RFP Development
  o Project Integration Management
  o Project Scope Management
  o Project Time Management
  o Project Cost Management
  o Project Quality Management
  o Project Human Resources Management
  o Project Communication Management
  o Project Procurement Management
  o Project Risk Management
  o Project Issue Management
• Assist project teams, when requested, in all phases of their projects from planning to delivery
• Train ITCS project managers in a full range of project management topics. Training can occur in multiple formats including:
  o Formal Project Management classes
  o Informal mentoring
  o Partnering on Projects

7. PERFORMANCE METRICS

Metrics should measure those aspects of CPO performance that are directly related to its Mission. On that foundation, the following areas of focus can be used to judge the CPO value:

Are ECU’s IT projects more successful over time?
• Is there evidence that ECU ITCS staff are taking a more proficient approach toward management of IT projects?
• Are the products of ECU’s IT projects meeting their business objectives?

The CPO staff will develop or acquire appropriate instrument(s) with which to obtain objective measurements. The CPO Sponsor will approve the instrument(s) before they are used.

Examples:
• Improvement in project success over time can be measured through decreases in schedule and budget variances or the tone of customer comments
• Project Management approach can be measured by quality and timeliness of project planning documents, accuracy of time and cost estimates, and effectiveness at managing risk
• Staff attitudes can be measured through use of a short survey.

A team composed of staff from the CPO, can perform the assessment.

STAFFING

The CPO has the following permanent staff:
• 1 Director
• 3 Project Managers

SPONSOR

The CPO is sponsored by the Associate VC/CIO.

STRUCTURE

The CPO reports to the Associate VC/CIO. Through alignment with the Associate VC/CIO the CPO gains:
• Authority it needs to promote IT project management good practices effectively
• Independence that can sustain objectivity
• Oversight that can keep its work aligned with ECU's IT strategy
• Legitimacy as it fosters an effective, IT enterprise approach

All CPO staff report to the Director, Central Project Office.
## Stakeholders

The CPO regards the following as primary stakeholders:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Relationship w/ CPO</th>
<th>Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate VC/CIO</td>
<td>• Sponsor</td>
<td>• Sponsor provides the CPO guidance on CPO business objectives and supports the CPO efforts to achieve them</td>
</tr>
<tr>
<td></td>
<td>• CPO reports to the Associate VC/CIO</td>
<td>• Associate VC/CIO supervises the CPO director</td>
</tr>
<tr>
<td>ITCS Directors</td>
<td>Collaborative Partners</td>
<td>The ITCS Directors look to the CPO as a source of expertise and support in all matters related to management and successful delivery of IT projects.</td>
</tr>
<tr>
<td>ITCS Department staff</td>
<td>Customers</td>
<td>The CPO supports the ITCS Department in its mission to deliver successful IT projects</td>
</tr>
<tr>
<td>Staff</td>
<td>Customers</td>
<td>Staff expect the CPO to provide guidance, drive projects to success and escalate and resolve issues and risks as needed</td>
</tr>
<tr>
<td>Faculty</td>
<td>Customers</td>
<td>Faculty expect the CPO to assist ITCS in supporting the teaching mission of ECU and keeping the university’s technology in line with academic need</td>
</tr>
<tr>
<td>Students and Alumni</td>
<td>Customers</td>
<td>Students and Alumni expect the CPO to assist ITCS in supporting learning at ECU and keeping the university’s technology in line with academic need</td>
</tr>
<tr>
<td>• Project Manager(s)/Lead(s)</td>
<td>Customers</td>
<td>Expect the CPO to set the PM standard; provide training and mentoring; work with ITCS Leadership to create an environment conducive to project success</td>
</tr>
<tr>
<td>• All ITCS staff engaged in projects</td>
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