

**WATERLOO**  
**INFORMATION SYSTEMS**  
**& TECHNOLOGY**

# Project Charter

WCMS Responsive Redevelopment

### Project Purpose

This project will manage the work to redevelop the Waterloo Content Management System (WCMS) and all of uWaterloo.ca websites from a web publishing platform to a fully functioning and redesigned content management system supporting digital properties across devices and channels. This will be achieved through the implementation of a responsive web design and system architecture supporting Create Once, Publish Everywhere (COPE) strategy.

Responsive web design is method that optimizes navigation and readability of a website across all devices, including mobile phones, tablets, and desktop PCs. Successful development of a responsive web presence requires significant investment in the underlying technology and information architecture, with a heavy focus on usability and user experience as the guiding principle.

COPE is a technical implementation strategy whereby the process of creating digital content is functionally separate from where or how that content is delivered. The core principles of COPE rely on the concept of semantic markup, whereby metadata concerning the content components allow for automated and programmatic access and use of the content in various forms of output.

### Scope

- Implementation of fully responsive website front-end and administrative interface.
- Implementation of system architecture supporting COPE strategy.
- Refactoring of existing code where required to align with new components, practices or requirements.
- Refinements in tooling and development process to improve support for continuous improvement of the products.

### Out of scope

- Redevelopment of existing site content to align with modifications to content types arising from project work.

### Success Criteria

#### Goals

- Design and implement a fully responsive website front-end and administrative interface.
- Design and implement system architecture supporting COPE strategy.

#### Benefits

- Broader audience reach, and improved user experience through device and channel agnostic content delivery.
- Reduced FTE commitment supporting the same content through multiple channels through COPE implementation.

- Increased usability and accessibility (system and information architecture, metadata definition, data approach to content).
- Increased adoption of WCMS as a unified web publishing platform through provisioning for long term extensibility.
- Increased agility and responsiveness to client needs and development of new features and functionality through provisioning API and enabling more open development.
- Improved environment performance through revisions and redevelopment of underlying infrastructure.

### Constraints

- IST ISS web application standards and requirements.
- AODA compliance, specifically section 2 Information and Communications Standard.
- Drupal upgrade path to Drupal 8 slated for next 3 years.
- WCMS Coding Standards and Team Methodology.
- Google Search Appliance (GSA) provides search functionality.

### Dependencies

- Hard dependencies (impact project delivery)
  - Student Portal Project
  - WCMS Hardware Performance Enhancements
  - MSC Agency of Record RFP for brand work.
  - Remedial work required to bring homepage in line with current FDSU standards
- Soft dependencies (monitor)
  - ITSQ – Service Catalogue (new functionality delivered in WCMS)

### Budget

While it is expected that the work can be completed with existing resources, specific budget requests may be defined as part of initiation and planning activities, with appropriate business case documentation developed as appropriate. Such budget items may include, but are not limited to:

- Specific consulting on development, system architecture, or technology implementation.
- Training for Web Development team staff on specific technologies, standards or methodologies as identified.
- Licensing or purchase of software to enhance development and project management methodology of the Web Development team (e.g more Jira licenses, testing or release automation software).

### Deliverables and Milestones

#### Deliverables

- Initially updated, then redeveloped responsive website themes for:
  - Homepage
  - Features outlined below
  - Faculty/Department/Unit/School (FDSU) sites
  - About Waterloo
- Redeveloped digital communications platform including the redesign of the above websites and:
  - Stories
  - News
  - Events
  - Experts
  - Magazine/Publications
- Modular and extensible system architecture
- Data API for content import and export.

Detailed deliverables and milestones will be defined as part of initiation and planning activities to align with identified requirements and Web Development team methodology.

### Resource Roles and Responsibilities

Name	Role	Estimated Time Commitment
Bob Hicks	Sponsor	3-5 hours per month
Ellen Réthoré	Sponsor	3-5 hours per month
Dawn Charlton	Project Champion, Steering	5-10% FTE
Andrew McAlorum	Business Owner, Project Champion	10% FTE
Mark McKay	Project Champion	10% FTE
Jonathan Woodcock	Project Manager	50% FTE
TBD	Project Team Member	50-100% FTE
Kevin Paxman	Technical Lead	100% FTE
Andrea Sweet	Web Designer	TBD
Joe Kwan	Information Architect	TBD

Full list of standard roles and responsibilities available at <https://uwaterloo.ca/it-portfolio-management/methodology/roles>

### Approvals

This charter formally authorizes the WCMS Responsive Redevelopment project, based on the parameters outlined and the information known at the time of project initiation. It is understood that some of this information may change during planning and execution and, if so, will be discussed and documented through proper project change management processes. This approval indicates an acknowledgement between the Sponsor and Project Manager of the project’s parameters, and authorizes the Project Manager to proceed with forming the Project Team and project kickoff.

**Sponsor Authorization:**

Bob Hicks, Director, Client Services

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Ellen Réthoré, AVP Marketing & Strategic Communications

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Project Manager Acknowledgement:**

Jonathan Woodcock, Project Manager

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Revision History

Change Made By	Date Change Made	Details of Change	Change Reviewed/ Approved by	Date change reviewed/ approved
Jonathan Woodcock	February 17, 2015	Initial Draft		
Jonathan Woodcock	February 19, 2015	Revisions for clarity and detail		
Jonathan Woodcock	March 4, 2015	Review and revisions	Reviewed with Andrew McAlorum and Mark MckAy	Reviewed: March 4, 2015
Jonathan Woodcock			Reviewed with Dave Wallace, Ellen Réthoré, Andrew	Reviewed: March 19, 2015 – feedback pending

			McAlorum, and Mark McKay	
<b>Jonathan Woodcock</b>	April 13, 2015	Revisions based on feedback from Web Steering and further discussions with Mark McKay		
<b>Jonathan Woodcock</b>	April 21, 2015	Further edits and revisions	Mark McKay, Andrew McAlorum, Dawn Charlton, Jonathan Woodcock	
<b>Jonathan Woodcock</b>	April 22, 2015	Change of sponsor from Dave Wallace to Bruce Campbell		
<b>Jonathan Woodcock</b>	April 23, 2015	Clarification of budget details. Change of sponsor from Bruce Campell to Bob Hicks	Approved by Bob Hicks, Ellen Réthoré, Jonathan Woodcock.	April 24, 2015