



Illinois Mathematics and Science Academy®
Igniting and nurturing creative, ethical scientific minds that advance the human condition

Project Management Office (PMO)

IMSA 2022 Global Strategy Project Charter

Project Purpose

The project will implement recommendations made by major departments, to prepare the Illinois Mathematics and Science Academy (IMSA) to expand services to non-Illinois students (50 in 2022, 100 in 2023, and 150 in 2024). This project will enable revenue growth needed to secure resources for new residence halls since our current halls are over 30 years old and in great need of repair. Additionally, this project aligns with the IMSA Impact and Outcomes statement, “By 2022, IMSA is a recognized global leader and catalyst in equity and excellence in STEM teaching and learning, innovation and entrepreneurship.”

Project Scope

The project team members will develop a plan to design, develop and implement enhancements needed to prepare their respective departments to support the arrival of non-Illinois students in the fall semester of 2022. The plans will not be implemented until reviewed and approved by the sponsor and key stakeholders (Cabinet members.)

The outcomes of the project will be enhance IMSA’s capability to support incoming non-Illinois students in 2022, 2023 and 2024, in the following areas:

Admissions	Will plan actions, procedures, systems and materials to recruit, manage applications, select, then onboard selected non-Illinois applicants.
Student Residence Halls	Lodging facilities will be planned, designed, procured, and built for incoming students in 2022, 2023 and 2024
Operational Capabilities/HR	Operations team will determine and develop the support capabilities, processes, technologies and materials required to support incoming students; this will include Marketing, Human Resources (HR), Business Office, Safety & Security, Facilities team readiness. HR will develop a staffing model to define how many and what roles and skills are required to support incoming students in 2022, 2023 and 2024
Residential/ Student Care	The Residential Life/Student Affairs teams will define curriculum and procedures to be enhanced to support and respond to need of non-Illinois students, to include a system to provide care during extended weekends, holidays and Academy closure days.
Academic Programs & Services	The academic curriculum & learning support services will be planned, designed and developed to be ready for incoming classes of non-Illinois & international students in August 2022, 2023 and 2024. Outreach programs, through IMSA Centers, will plan and develop programs that increase recognition of, and showcase, IMSA values, including international programs by 2020.



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Project Team

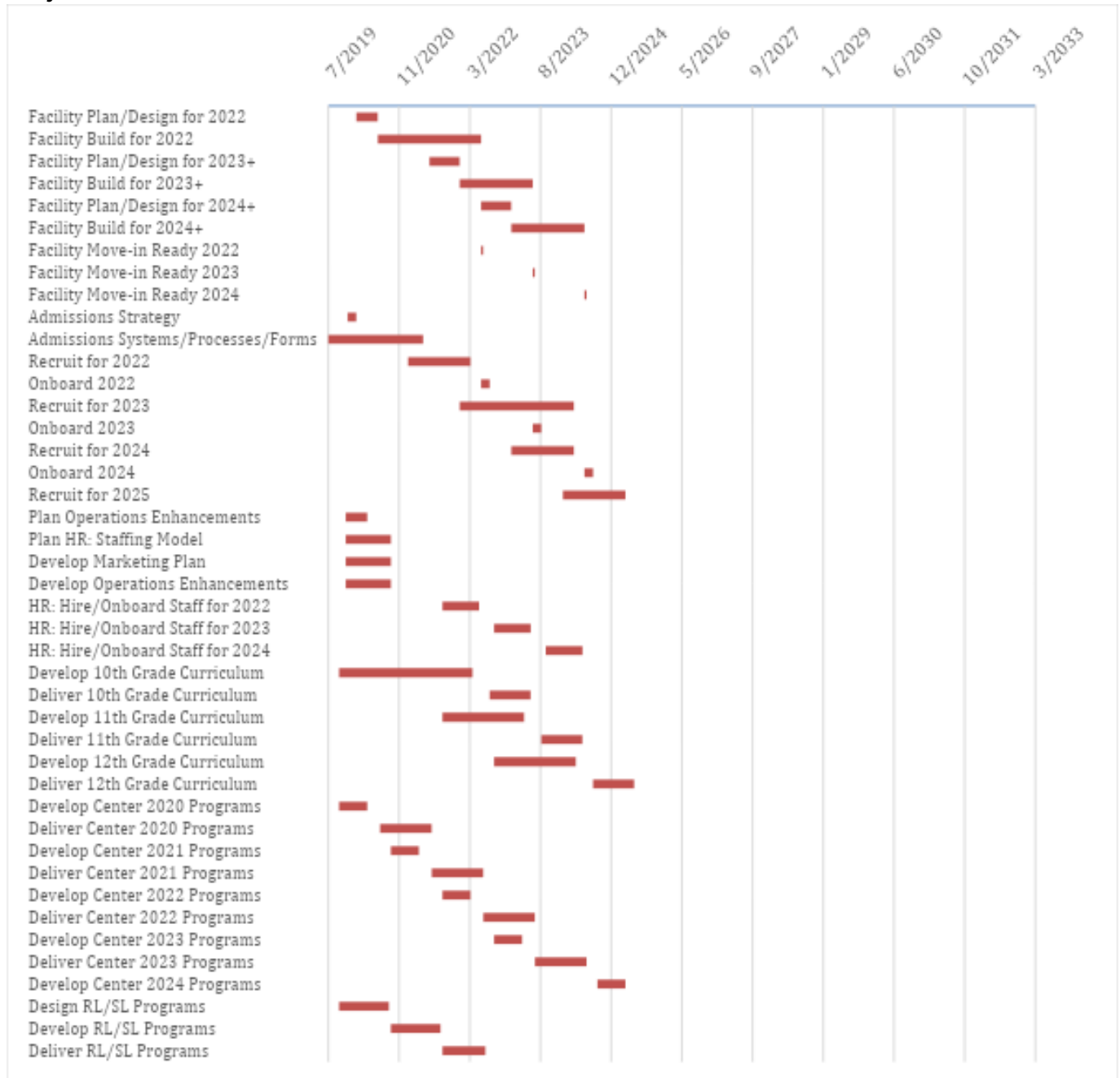
Role	Description	Assigned Resources
Sponsor	Authorizes work, removes barriers, sets priorities, and manages project scope.	Jose Torres, President
Project Manager	Develops project plan, schedules, tracks and report progress, escalates risks	Richard Busby, PMO Director
Process Manager	Coordinates project management tasks, responsible for assigned internal project management deliverables and document management.	Mary Collins, Director Special Projects
Team Members	Performing activities to create deliverables	Tami Armstrong, Office of Public Affairs (OPA) & Development Lee Eysturlid, History & Social Science Ralph Flickinger, Information Technology Services (ITS) Katelyn Lancaster, Office of Public Affairs (OPA) Kelly Lofgren, Admissions Joe Marshal, World Languages Joe Mastrocola, Human Resources (HR) David McGovern, College and Academic Counseling (CAC) Sarah O'Leary-Driscoll, Science Faculty Kelly Page, Center for Innovation and Inquiry (CI&I) Jim Read, Security Gwen Seeley-Joose, Center for Teaching & Learning (CT&L) Andrea Stuiber, Residential Life Christine Zhang, World Languages
Key Stakeholders	Represents areas for which the project is intended to support	Katie Berger, Executive Director, Student Affairs Bud Bergie, COO/CIO Traci Ellis, Executive Director, HR Bob Hernandez, Principal Storm Robinson, Executive Director, CT&L



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Project Schedule





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Project Budget (Cost to establish certification, reputation, learn and recruit)

Year	Consulting	SEVP App	Memberships	Conferences	Travel	Total
Fy20	10,000	2,355 (IMSA Global Enterprise)	14,000	2,000	7,500	35,855
Fy21	10,000		14,000	2,000	10,000	36,000
Fy22	5,000		14,000	2,000	10,000	31,000
Fy23	5,000		14,000	2,000	10,000	31,000
Totals	30,000	2,355	56,000	8,000	37,500	133,855

Contingencies & Dependencies

The Following Key Drivers	Dictate These Decisions
Student and Exchange Visitor Program (SEVP) Certification for IMSA	Ability to offer < 1 year student experience at 10 th grade
SEVP Certification for IMSA Global Enterprise (IGE)	Ability to offer a 3 year (10 th -12 th grade) student experience
Ability to offer a 3 year student experience	Partnerships with SEVP certified private schools
Student housing availability	Recruiting & ability to onboard students in 2022, 2023 and 2024
Domestic/international market research results (Kalix)	<ol style="list-style-type: none"> 1. Recruiting strategy 2. Tuition & fee levels 3. Staffing plans/timing
Actual demand, based on applications in 2022, 2023 and 2024	Drives growth strategy for years 2, 3+
Available funding for construction	Speed and scope of facilities construction in 2021, 2022 and 2023
Curriculum readiness	Ability to onboard students in 2022, 2023 and 2024

Project Assumptions

- Team members perform project activities within their current employment agreement
- Major project costs will be association fees, consulting, conference participation and travel
- IMSA can become capable of hosting 3 year F-1 visa students
- Project strategy will be adjusted based on data from market research and actual results



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Project Risks

Risks	Impact On	Likelihood	Mitigation/Contingency
SEVP does not certify IMSA to issue 1 year student F-1 visas	Revenue Recruiting	Low	Plan B: Focus on domestic students
Market research not supporting domestic student recruitment projections	Revenue Number of applicants	Moderate	Determine realistic revenue Determine efficacy of tuition
Market research not supporting international student recruitment	Revenue Number of applicants	Moderate	Emphasize domestic recruiting On-line-expansion
IGE is not allowed to issue multi-year F-1 visas	Revenue Number of applicants Offerings	High*	Research the value of partnering with SEVP certified private school to offer a fee-based “IMSA Experience” for private school students
Negative international political and economic environment, forces and trends	Strategy	Moderate/High**	Respond by communicating expectations and revise goals if reasonable Emphasize domestic recruiting On-line expansion

*Marked High after DHS initial visit on 6/11/2019.

**Raised to Moderate/High after Beijing delayed summer educator program due to geo-political concerns 6/14/2019

Scope of work

- I-17 Application for Academy submitted to ICE/DHS for approval (submitted May 2019)
- Academy receives permission to issue F-1 visas
- Admissions strategy
 - Admission policies for non-Illinois students
 - Application process
 - International admission requirements
 - Tuition/fee schedule
 - Recruiting plan
- Communications strategy
 - “Why IMSA” unique selling point(s)
 - Virtual tour videos of campus/community/state
 - Print collateral material
 - Website
 - International social media presence
- Academy/IMSA Global Enterprises (IGE) working agreements
 - Policies (Students, employees, intellectual property, others)
 - Student room and board
 - Curriculum
 - Fundraising/Lobbying/Legal Strategies
 - Employee compensation
 - Shared services
 - Disbursement of revenues
 - IGE I-17 application filed



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- Residential hall strategy
 - Plan for 2022, 2023 and 2024
 - Finances
 - Construction
- Operations strategy
 - Information technology
 - Marketing & Communications
 - Security
 - Food & Health services
 - Human Resources (staffing and training)
- Student care strategy
 - Residential life curriculum and programs
 - Onboarding
 - Mental health programs
 - Discipline
 - Host families
- Curriculum
 - Course offerings
 - English language support
 - Preparatory courses
 - Remediation strategy
- Outreach
 - Center for Teaching & Learning program offerings
 - Center of Inquiry & Innovation program offerings

Priorities

- Board Approval of Non-Illinois Student Admission Policies (required for SEVP)
- Identify IMSA's differentiating value—"Why IMSA?" for non-Illinois applicants
- IMSA attains SEVP certification to invite F-1 students (1 year)
- Sign-off on Academy/IMSA Global Enterprises working agreements
- IMSA Global Enterprises attains SEVP certification to invite F-1 students (3 years)
- Construction of 2022 residential structure(s)
- Recruitment of domestic and international students
- Students arrive fall 2022

Authorization to Proceed:

June 19, 2019

Project Sponsor Signature and Date