

PROJECT CHARTER

Project Team: HomeBase Implementation Resource Panel

Project Type: Resource Panel

Project Duration: Spring 2022

Sponsoring Council: Student Success Council

PROJECT BACKGROUND AND NEED (Why is the project necessary?)

American River College formed an implementation team at the beginning of 2020 to guide development of HomeBase pathway communities. In March, Los Rios facilities were closed and ARC transitioned to remote operations due to the COVID-19 pandemic. The team recommended placing physical HomeBases temporarily on hold so that focused attention could be given to the creation of a virtual HomeBase presence. Virtual HomeBases were implemented during the Fall 2020 semester, and have continued to grow.

A HomeBase Resource Panel was formed during the Fall 2022 semester. The Resource Panel investigated the structure, activities, and faculty involvement in the HomeBase.

The Spring 2022 semester will signify the 4th semester since the implementation of HomeBase Pathway Communities. In addition to maintaining a virtual presence, the Spring 2022 semester will see the implementation of the physical HomeBase locations. The Spring 2022 semester will be the first semester that each HomeBase will have permanent classified staffing.

PROJECT PURPOSE AND SCOPE (What is the project expected to encompass? What are the boundaries?)

The purpose of this project is to further the work of the first HomeBase Resource Panel by investigating the following recommendations:

1. The Resource Panel recommends investigation into how the HomeBase Pathway Community model can be integrated into the existing organizational structure, or how the existing organizational structure can be changed to incorporate the Homebase Pathway Communities.
2. Investigate how HomeBase Pathway Communities can further put words into action by operationalizing many of the key initiatives identified by the College through the Start Right Project Team Report, IPaSS Project Team Report, Clarify Program Paths Team Report, and Disproportionate Impact Team Reports (African American Project Team Report, API Project Team Report, LatinX Project Team Report, LGBTQIA+ Project Team Report, Native American Project Team Report).

PROJECT OBJECTIVES (What is the project expected to achieve?)

Successful completion of this project will involve:

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1. Options for how the HomeBase Pathway Community model can be integrated into the existing organizational structure, or how the existing organizational structure can be changed to incorporate the Homebase Pathway Communities.
2. Recommendations for how HomeBase Pathway Communities can further put words into action by operationalizing many of the key initiatives identified by the College through the Start Right Project Team Report, IPaSS Project Team Report, Clarify Program Paths Team Report, and Disproportionate Impact Team Reports (African American Project Team Report, API Project Team Report, LatinX Project Team Report, LGBTQIA+ Project Team Report, Native American Project Team Report).

PROJECT DELIVERABLES (What items will be produced during the project?)

Deliverables to be completed and/or submitted for approval:

- 1) Options for how the HomeBase Pathway Community model can be integrated into the existing organizational structure, or how the existing organizational structure can be changed to incorporate the Homebase Pathway Communities.
- 2) Recommendations for how HomeBase Pathway Communities can further put words into action by operationalizing many of the key initiatives identified by the College through the Start Right Project Team Report, IPaSS Project Team Report, Clarify Program Paths Team Report, and Disproportionate Impact Team Reports (African American Project Team Report, API Project Team Report, LatinX Project Team Report, LGBTQIA+ Project Team Report, Native American Project Team Report).

SUCCESS INDICATORS (How will success be measured or determined?)

The project will be considered successful when:

- 1) Final document with project deliverables is presented to the Student Success Council

All of these indicators can be thoroughly accomplished through completion of the stated project objectives.

PROJECT ASSUMPTIONS (What conditions are believed to exist?)

The project team was authorized based on the following assumptions:

HomeBases in their current form are a “bolt on” to our current organizational structure.

PROJECT RISKS, CONSTRAINTS, OR DEPENDENCIES (What factors might impact the project? How might the project intersect with the internal or external environment including other projects?)

The project team should be aware of the following known risks, constraints, and/or dependencies:

- The implementation of HomeBases could have the unintended consequences of perpetuating systems of inequity. To center the Resource Panel with an equity lens, the following videos will be studied prior to our planned meetings:

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- Part 1 - Decentering Whiteness in Pathways <https://app.box.com/s/9ngs2tz6w30uieugw225b52lu8x2fbyu>
- Part 2 - Decentering Whiteness in Pathways: Reckoning with the Realities of Race <https://app.box.com/s/3uilterd48vy1k8ytdb1opplmsyp5g7v>
- Part 3 - Ensuring Racially Minoritized Students Benefit From Guided Pathways <https://app.box.com/s/g5ecmyyypm5m0a0mq63n8oz9kotp5fmum>

OTHER CONSIDERATIONS (What are the anticipated implications related to equity and inclusion; research and data; district policies and regulations; district and/or college-wide practices; college-wide cross-functional relationships; and resource needs such as staffing, workload, technology, and space/facilities?)

PROJECT TIMELINE/KEY MILESTONES

Month(s)	PROJECT PHASE	FOCUS/MAJOR TASKS
Spring 2022	Initiation	Project initiation and charter development
Spring 2022	Preparation	Project planning; team scheduling; initial research and discovery; preparation for kickoff
Spring 2022	Team-Based Work	[will vary by project; should identify any key milestones]
Spring 2022	Formal Review	Review and adoption of deliverables through governance processes
Spring 2022	Closure	Celebrate the project team's work and archive artifacts of the project

Planned Governance Flow of Deliverables

Meeting Date	Council	Desired Outcome
April 19, 2022	Student Success Council	Approval of Report
May 11, 2022	Classified Senate	Sharing of Report
May 12, 2022	Academic Senate	Sharing of Report
May 3, 2022	Executive Leadership Team	Sharing of Report
		<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
		<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
		<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____

Standard Description of Project Stages

Project Stages	Description
Initiation	Activities leading to the authorization and chartering of a project team
Preparation	Activities which occur once a team is authorized and can be conducted independently to plan, schedule, and setup the project (project management steps)
Team-Based Work	Activities which occur in a collaborative environment in which the project team works based on the scope of the charter
Formal Review	Activities by which deliverables are submitted to the sponsoring council for formal approval; may involve a sequence of governance review including ELT and/or other entities; formal review may

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	result in acceptance of the deliverables; request for the project team to revisit the design/refinement stages; or abandonment of the project
Closure	Activities to celebrate the success of the project and archive the artifacts of the work completed

Project Meeting Schedule:

1st and 3rd Wednesdays, from 2:00PM to 3:30PM

- Wednesday, February 2, 2:00PM to 3:30PM
- Wednesday, February 16, 2:00PM to 3:30PM
- Wednesday, March 2, 2:00PM to 3:30PM
- Wednesday, March 16, 2:00PM to 3:30PM – Review DRAFT Assessment and Recommendations
- Wednesday, April 6, 2:00PM to 3:30PM - Finalize DRAFT Assessment and Recommendations

PROJECT ORGANIZATION, ROLES, AND RESPONSIBILITIES

Role	Responsibilities
Project Leads	<ul style="list-style-type: none"> ▪ Prepares, leads, and follows up on meetings (see details of the Role of the Chair in the <i>ARC Governance Framework</i>) ▪ Communicates the project to various stakeholders, and when appropriate, solicits feedback on draft deliverables through informal review processes ▪ Submits the final deliverables to the sponsoring council for approval
Project Steward <i>(may be one of the leads or a separate individual)</i>	<ul style="list-style-type: none"> ▪ Manages the project on behalf of the sponsoring council ▪ Drafts the charter in consultation with the sponsoring council's chairs ▪ Conducts preliminary research to gather information on promising practices, product options, or other relevant materials to inform the project ▪ Develops a work plan based on the charter to organize, sequence, and schedule the work of the project team within the available time frame ▪ Reports progress to the sponsoring council ▪ Maintains and archives project documentation at the conclusion of the project ▪ Assists the project leads as needed
Team Members	<ul style="list-style-type: none"> ▪ Participates in all project meetings and activities ▪ Supplies valuable knowledge and perspective (often based on the individual's responsibilities or role at ARC) ▪ May be assigned specific project tasks to complete outside of project meetings ▪ Assists with the "heavy lifting" that is required to accomplish the project deliverables
External Consultant <i>(optional)</i>	<ul style="list-style-type: none"> ▪ Provides expertise and assistance from an external (non-ARC) perspective
Executive Sponsor <i>(optional)</i>	<p>Large, high-impact projects only:</p> <ul style="list-style-type: none"> ▪ Champions the project from the executive level to secure buy-in and ensure viability ▪ Communicates project purpose and vision ▪ Allocates appropriate resources to support effective development, execution, and institutionalization ▪ Maintains awareness of project status and helps mitigate risk ▪ Mediates conflicts and facilitates dialogue to resolve project issues ▪ Assumes other responsibilities as appropriate based on the project scope

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Please see Appendix A for a complete roster of the membership for each specified role.

PROJECT STAKEHOLDERS (Who has a vested interest in the project? Who will it impact?)

- ☒ Sponsoring Council ☒ Project Team (including leads and members) ☒ Project Steward
☒ Academic Senate ☒ Associated Student Body ☒ Classified Senate ☒ PES ☐ Management beyond PES
☒ Instruction ☒ Student Services ☐ Administrative Services
☐ Specific departments or other entities:

COMMUNICATION PLAN (How will information be shared with the stakeholders?)

Based on the previously stated stakeholder list, the general plan for sharing project information is as follows:

Communicated By	Audience	Frequency	Purpose
Project Steward	Sponsoring Council	Monthly	Regular update of project status

Conflict Resolution

Any matter of significance which cannot be resolved by the project leads may be referred to the appropriate administrator (typically the chair of the sponsoring council) or to the President's Executive Staff (PES). Any significant change in charter scope will require approval of a revised charter by the Executive Leadership Team (ELT).

APPENDIX A: PROJECT MEMBERSHIP

PROJECT TEAM		
	Name of Participant	Role at the College
Project Co- Lead	Frank Kobayashi	Vice President of Instruction (Initial Implementation Team Member)

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Project Co-Lead	Jeff Stephenson	Vice President of Student Services (Initial Implementation Team Member)
Members	Alisa Shubb	Academic Senate President (Initial Implementation Team Member)
	Kristen Farlow	Classified Senate President and HomeBase Staff
	Student	Associated Students
	Kim Queen	Counselor (Health Homebase Counselor)
	Reyna Moore	Counselor (Initial Implementation Team Member)
	Kathy Sorensen	Instructional Dean – HomeBase Tri Chair
	Adam Windham	Instructional Dean
	Jazzie Muganzo-Murphy	Student Services Dean – HomeBase Tri Chair
	Nisha Beckhorn	Student Services Dean – HomeBase Tri Chair
	Jana Gonzalves	Faculty Liaison
	Teresa Urkofsky	Faculty Liaison
	Tim Reilly	HomeBase Staff
	Bill Simpson	Faculty Lead Clarify Program Paths
		Faculty Clarify Program Paths

OTHER ROLES

Project Steward*	
External Consultant(s)	
Executive Sponsor (high-impact projects only)	

*May be one of the project leads or a separate individual

APPENDIX B: STUDENT PARTICIPATION

The student voice contributes a diverse perspective to ARC project teams and is highly valued. As project teams have widely varied meeting schedules which can require a substantial time commitment, a flexible set of options have been defined to ensure that project dialogue and deliverables are influenced by the student perspective.

Please check one or more boxes below that indicate the methods the project lead/co-lead intend to use to facilitate student participation during this project.

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	Method	Description	Compensated?
<input type="checkbox"/>	ASB Appointment	Associated Student Body (ASB) appoints two students to serve on the project team and attend all meetings. This option is considered the standard method of representation.	Yes
<input type="checkbox"/>	Student Resource Panel	In consultation with ASB, create a student resource panel that is called upon by the project lead/co-lead to provide student input at key points during the project. The resource panel may be an existing group of students (e.g., Sages) or a temporarily formed group assigned to the project.	Yes
<input type="checkbox"/>	ASB Direct Involvement	Lead/co-leads work directly with ASB to be placed on an ASB agenda, present the project concept, and solicit input from students during a regularly scheduled ASB meeting.	No
<input type="checkbox"/>	Student Survey or Focus Group	Project conducts a student survey or focus group through the Institutional Research Office and uses the results to inform the work of the project team.	No, but incentives may be provided on a case-by-case basis.
<input type="checkbox"/>	Student Forum or Gallery Walk	Project holds a student forum or gallery walk during which large groups of students can provide input in response to narrative or visual prompts. ASB would be asked to assist in publicizing the date/time of the event to the student constituency.	No
<input type="checkbox"/>	Other (please specify intended methods)		

Please see the “Governance: Student Compensation” document for further details on the compensation structure.