

PROJECT CHARTER

Project Team: Enterprise-Level Scheduling Solution

Project Type: Implementation

Project Duration: 2018 -2019

Sponsoring Council: Student Success Council

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

One of the goals defined in the District's 2016 Strategic Plan was to "establish effective pathways that optimize student access and success." ARC's Strategic Plan (Goal 1, Strategy 2) calls for ARC to "Implement improved class scheduling system to better meet student needs." The Enterprise Level Scheduling Solution (ELSS) project will advance this goal through the implementation of a sophisticated class scheduling system with tools that enable pathway implementation through data-informed scheduling. Additionally, the technologies employed are expected to support non-academic facility scheduling, optimize space utilization, and inform enrollment management activities.

- ARC does not have an existing standardized technological tool for facility or instructional scheduling.
- The existing paper, email, and spreadsheet-enabled processes are inefficient and error prone.
- Self-service room reservation system is not available.
- Insufficient data is easily accessible to those involved in decision-making
- Data informed scheduling practices are essential to the success of program pathways and the college's strategic goals related to redesigning the student experience.

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

In the Spring of 2018 Los Rios selected Ad Astra to be the scheduling software system to be used by all four Los Rios colleges. The Enterprise-Level Scheduling Solution Project Team is the implementation team to make recommendations on how the system will be configured, recommend changes to room numbering/names in order to ensure clarity for students, and establishing best practices, procedures, access levels, and protocols for how best to utilize the scheduling system to meet ARC Scheduling goals.

- **To fully implement the Ad Astra System at American River College in our instructional and event scheduling.**
- **Establish workflows with room, event, and instructional scheduling within the Ad Astra System.**
- **Establish training materials and processes for different levels of Ad Astra users.**

Boundaries:

- **This is project will be focusing upon the installation, configuration, and operational protocols of the scheduling software, not building ARC's Academic schedules.**
- **The Ad Astra Scheduler product currently only writes room changes back to PeopleSoft. The Platinum Analytics product prepares a more holistic set of recommendations on schedule changes, but is unable to write those changes back to PeopleSoft. The team will need to evaluate how a business practice may be built to maximize the information provided by these systems without creating cumbersome workloads.**

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

Successful completion of this project is intended to achieve the following objectives:

- 1) Recommendations on changes that might be necessary to room numbers and names and processing of those recommendations (if approved) into both the Ad Astra and PeopleSoft systems.
- 2) Protocols and procedures for scheduling within the Ad Astra System.
- 3) Recommendations on security levels within the Ad Astra System (who has action to view, edit, and add scheduling information).
- 4) Protocols and recommendations on utilizing the analytics within the Ad Astra system.
- 5) Identify and develop additional technological infrastructures needed to support scheduling within the Ad Astra system.

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

Deliverables to be completed and/or submitted for approval:

- 1) Fully configured Ad Astra system for use in Event and Educational scheduling at American River College.
- 2) Training materials and procedures for different levels of Ad Astra users.

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

The project will be considered successful when:

- 1) ARC has created a functional event scheduling procedure with the corresponding forms, web pages, and processes in place for all event scheduling within Ad Astra at ARC.
- 2) ARC has improved data integrity and transparency related to scheduling data and facility usage.
- 3) ARC has created an updated and clear building name and numbering inventory that is aligned in Ad Astra and PeopleSoft.
- 4) ARC has created user permissions and protocols in place for scheduling Instructional courses within Ad Astra at ARC.
- 5) ARC has created the technological infrastructure to hand off to the Enrollment Management group scheduled to be constituted in Spring 2019.

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:

- The implementation of Ad Astra is being managed by the District Office and the choices made to configure the system are driven by the needs of all four Los Rios Colleges.
- This team is working on establishing the infrastructure, protocols, and systems incumbent in instituting the Ad Astra software suite (*Scheduler* and *Platinum Analytics*), not how ARC's schedule is to be built.
- The Ad Astra *Scheduler* product currently only writes room changes back to PeopleSoft. The *Platinum Analytics* product prepares a more holistic set of recommendations on schedule changes, but is unable to write those changes back to PeopleSoft. The team will need to evaluate how a business practice may be built to maximize the information provided by these systems without creating cumbersome workloads.

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- The timing of the implementation is dependent on the districtwide progress.
- Facility changes and construction projects during implementation will need to be considered in order to maintain the building/room data in Astra Schedule from the point of the initial import to the point that the system becomes operational.
- There will be an intersection with ARC's guided pathways work because of the configurations that will need to occur within the Ad Astra Platinum Analytics system to best predict student demand in scheduling.

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:

- This is a district implementation and while there will be elements of the system that we will be able to configure for ARC there will be others that will be limited by needing to work for all four Los Rios Colleges.
- We will be identifying the boundaries of the Ad Astra system and pushing our scheduling framework to fully utilize the current system to its maximum potential. We will also need to identify where the system does not go far enough and advocate for updates and enhancements to the system in order to maximize scheduling efficiency at ARC.
- We may be constrained in developing innovative processes and procedures by scheduling requirements from the State of California, as well as potential data structure limitations in PeopleSoft and Ad Astra.

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?)

- As the scheduling frameworks, protocols, and procedures are developed within Ad Astra we will need to integrate disproportionate Impact data into the decision making processes (something that Ad Astra currently does not process or track) as well as other data points that maximize our ability to schedule appropriate courses/events in regards to our strategic plan.
- As the workflows and protocols are developed regarding the usage of Ad Astra Scheduler and Platinum Analytics, it will be necessary to assess potential changes in job responsibilities, how work is done (e.g, paper vs. electronic systems), and/or the workload involved with event scheduling and academic scheduling
- New availability of data will assist in the ability to assess facility usage and needs and will necessitate an evaluation of perceptions of space ownership vs. effective space utilization.
- One byproduct of discarding the siloed, paper-centric scheduling system is that it will allow for greater collaboration across divisions because of accessibility of data.

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PROJECT TIMELINE/KEY MILESTONES

Month(s)	PROJECT PHASE	FOCUS/MAJOR TASKS
	Initiation	Project initiation and charter development
Aug '18	Preparation	Project planning; team scheduling; initial research and discovery; preparation for kickoff
Aug '18-June '19	Team-Based Work	Participate in districtwide efforts to implement, test, and launch Astra Schedule and Platinum Analytics.
June '19	Formal Review	Review and adoption of deliverables through governance processes
June '19	Closure	Celebrate the project team's work and archive artifacts of the project

Planned Governance Flow of Deliverables

Meeting Date	Council	Desired Outcome
October 16	Student Success Council (demo)	<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
November 11	Student Success Council (Prelim Configuration and Operational Protocols of Ad Astra)	<input checked="" type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading - Recommendation to _____
December 4	Student Success Council (Prelim Configuration and Operational Protocols of Ad Astra)	<input type="checkbox"/> 1 st Reading <input checked="" type="checkbox"/> 2 nd Reading – Information to <u>ELT</u>
February 4	Executive Leadership Team (Prelim Configuration and Operational Protocols of Ad Astra)	<input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
March 5	Student Success Council (FINAL Configuration and Operational Protocols of Ad Astra)	<input checked="" type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading - Recommendation to _____
March 19	Student Success Council (FINAL Configuration and Operational Protocols of Ad Astra)	<input type="checkbox"/> 1 st Reading <input checked="" type="checkbox"/> 2 nd Reading – Recommendation to <u>ELT</u>
April 1	Executive Leadership Team (FINAL Configuration and Operational Protocols of Ad Astra)	<input checked="" type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading – Recommendation to _____
May 6	Executive Leadership Team (FINAL Configuration and Operational Protocols of Ad Astra)	<input type="checkbox"/> 1 st Reading <input checked="" type="checkbox"/> 2 nd Reading – Recommendation to <u>PES</u>

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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 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 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

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

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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
Project Lead (Admin)	SLT/Deans Council	Monthly	Regular update of project status
Project Lead (Faculty)	Academic Senate	Monthly	Regular update of project status
Project Lead (Classified)	Classified Senate	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).

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APPENDIX A: PROJECT MEMBERSHIP

PROJECT TEAM		
	Name of Participant	Role at the College
Project Lead	Kale Braden	AVPI & LR
Project Co-Lead	Dyne Eifertsen	Instructional Faculty, Music (FAA)
Project Co-Lead	Kevyn Montano	Lead ISA
Note Taker	Kevin Porter	Staff
Member	Linda Zarzana	Instructional Faculty, Science (Chemistry)
Member	Joe Rust	Counseling Faculty
Member	Tony Giusti	Instructional Faculty, Nutrition (HeEd)
Member	TBD	Instructional Faculty, CTE
Member	TBD	Instructional Faculty, English or Math
Member	Lydia Engelsgaard	Instructional Svcs Assist II, Workforce
Member	TBD	Research Office
Member	Erika Wescoatt	Operations Clerk
Member	TBD	Dean, Instructional Area
Member	Steve Segura	Dean, McClellan Center
Member	Cheryl Sears	Director of Administrative Services

OTHER ROLES	
Project Steward*	
External Consultant(s)	
Executive Sponsor <i>(high-impact projects only)</i>	Lisa Lawrenson

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