

## PROJECT CHARTER

**Project Team:** Wellness Center

**Project Type:** Planning

**Project Duration:** Fall 2018 semester

**Sponsoring Council:** Operations Council

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

American River College currently provides a limited menu of health services through its nurse-directed ARC Health Center. These services include first aid and emergency care; blood pressure and tuberculosis screening; immunizations; health education and counseling; as well as referrals to off-campus physicians, labs, and community resources. There is no on-site capability to provide mental health services, diagnose medical conditions, or prescribe treatment. While the existing services offered by the Health Center are valued by the college community, there is a recognition that the limited range of offerings is insufficient to respond to the vast needs of ARC's sizable student population (approximately 30,000 students per semester). In the past, students have verbally expressed a desire for more on-campus resources to help address their personal challenges in support of their academic success. Likewise, employees have expressed an interest in enhancing services to create greater opportunity for referral to easily accessible campus options that are designed to support a student's emotional, mental, and physical well being.

Additionally, Los Rios Community College District recently adopted a student health fee which enables an expansion of services in alignment with available funding. Collection of this fee will commence with the Spring 2019 semester. Therefore, American River College has identified both a strong interest and the necessary funding to allow the creation of a comprehensive wellness center which incorporates existing health services, external partners, and new college resources in a single location. The comprehensive nature of the center would include a wide variety of on-site and referral support including mental health services. Once implemented, the wellness center will support ARC Goal 1 (Students First) and Goal 3 (Exemplary Teaching, Learning, and Working Environment).

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

The purpose of this project is to plan the design and initial offerings of a comprehensive college wellness center in a manner which serves the best interests of ARC students. Through this project, options will be explored and a design will be recommended which optimizes both the physical space and a suite of high-quality mental and medical health services. Along with new services, it is expected that the following resources will be integrated in a cohesive and complimentary manner: comprehensive counseling, existing health services, and WEAVE advocacy. Opportunities to incorporate collaborative partnerships with medical physicians, nurse practitioners, and external agencies (e.g., Planned Parenthood and social service programs) will also be considered. In addition, an expansion plan will be developed to establish a roadmap for foreseeable growth into a comprehensive wellness center.

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For the initial implementation in Spring 2019, the physical design of the wellness center will be limited to the space and square footage that was previously occupied by the eServices lab. The service design is expected to be developed in alignment with this space and the level of anticipated funding. Service design is inclusive not only of service offerings, but also the operational structure of the physical and web presence of the wellness center.

While the project is expected to contemplate both long-term and short-term needs, the primary focus will be those aspects essential to launching the wellness center during the Spring 2019 semester. These high-priority aspects include, but are not limited to, the following items:

- initial physical layout of the allocated space
- initial service offerings
- initial staffing structure
- fee structure (services covered/not covered by the student health fee)
- in-person service hours at the ARC campus
- remote/online service options
- proposed operating budget for spring 2019 (remainder of fiscal year)
- initial partnerships
- web-based presence
- implementation/launch timeline

While the project team is charged with planning related to the launch of the Wellness Center, the actual implementation is beyond the scope of this project. Implementation is expected to be collaboratively led by faculty assigned to work within the wellness center and administrators assigned with oversight of its resources.

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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 by the end of Fall 2018:

1. Assess potential services and prioritize services to be offered in the first semester
2. Recommend the actual services to be offered in Spring 2019
3. Recommend a feasible design for the physical space which supports anticipated services
4. Outline the timeline and planned deliverables for first semester opening
5. Develop operational baselines such as service hours, staffing levels, web presence, and other details
6. Develop a process for onboarding new programs and partners
7. Determine how campus entities will engage with the wellness center (i.e. Nursing or Allied Health partnerships)
8. Create a high-level roadmap for future growth beyond the first semester

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

- 1) Wellness Center Start-Up Proposal that includes recommendations related to:
  - a. Design of the physical space including layout and student flow (Fall 18)
  - b. Service offerings and hours to be implemented for Spring 2019
  - c. Staffing structure, entities, and external partners who will occupy the physical space (i.e. ARC personnel, physician, mental health specialist, and other outside partners to be determined)
  - d. Resource needs: identification of new staffing, furnishings, equipment, technology, and supplies necessary to operate the physical space
  - e. High-level implementation timeline for the launch of the wellness center (late Fall 2018-Spring 2019) including a marketing/roll-out plan to introduce services to the campus
  - f. Method to approach initial partnerships for Spring 2019
  - g. High-level annual budget that shows the correlation between the amount of anticipated funding and expected cost to run the Wellness Center
  - h. Proposed operating budget for Spring 2019
  
- 2) Wellness Center Expansion Proposal to serve as a future roadmap including recommendations related to:
  - a. Desirable future service offerings and types of partnerships
  - b. High-level timeline for onboarding services that can not reasonably be implemented by Spring 2019
  - c. Desirable educational programming (workshops, etc.) and/or self-service resources (e.g., web-based materials) related to wellness
  - d. Resource needs related to expansion (space, staffing, equipment, etc.)
  - e. Method(s) to approach future partnerships
  - f. Potential sources of additional funding such as connecting with the Foundation on a potential naming opportunity for one-time funding
  - g. Other items to be determined

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

The project will be considered successful when:

- 1) Physical space to be used for the first semester is fully defined
- 2) First semester service offerings are established
- 3) A flexible structure for the Wellness Center has been developed which can evolve over time in response to student needs
- 4) A process has been established to onboard future partners

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

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### PROJECT ASSUMPTIONS (What conditions are believed to exist?)

The project team was authorized based on the following assumptions:

- The LRCCD Board of Trustees passed a student health fee in May 2018. This fee provides and requires the college to utilize the revenue to support the provision of comprehensive wellness services for students.
- Board Policy P-2523 provides further specifications including exempted students; students who are ineligible for services; and parental consent requirements for minor students.
- The Health Center currently provides the following services:
  - First aid for minor injuries and illness
  - Recommendations for self-care, referrals to appropriate community resources
  - TB skin test
  - WEAVE Confidential Advocate
  - Lactation pumping area
  - Lab referrals for blood titers
  - Drug & alcohol abuse referrals

The existing services are limited in scope. More focus on variety, complexity, and volume of need is required to better provide a more comprehensive, cohesive approach.

- Some off-campus referrals will still be necessary.
- A physical space has already been allocated for the Wellness Center and will be available for use in Spring 2019.
- The existing relationship with WEAVE should remain intact during the implementation process.

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### 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?)

While there is an admirable interest in providing wellness services in the same semester that the student health fee collection begins, the time constraints of beginning planning in fall 2018 will only permit a limited menu of services to be offered in spring 2019. The initial set of offerings is not intended to be all inclusive; nor will it preclude future expansion.

The project team should be aware of the following known risks and constraints:

- An established district Mental Health Model and implementation may require certain services to be offered or require participation in district-wide partnerships
- Health fee adjustments and student volume may change revenue over time
- Timeline of funding distribution is regulated by the District Office
- Medical equipment constraints based on cost for maintenance or industry upgrades
- Contracts with outside resources as additional facility requirements may be necessary (i.e. office space or equipment)
- Regulatory requirements related space availability and what services can be provided

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**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?)

In order to establish program needs, the project team is expected to consider the following:

- Student fees (as collected and allocated to each campus)
- District distribution of funds after collecting fees
- Policy requirements for partnerships
- Facility requirements for various medical services
- Allocated space and future space needs for expansion
- Identify and quantify desired services from the student perspective
- Academic counseling (as these services are already addressed)

To remain engaged and equitable when providing services, ARC should consider conducting a campus-wide assessment to determine current and/or future needs in an objective way that is inclusive of various perspectives. This assessment would require shared responsibilities with research, college-wide relationships, and collaboration to gather data.

It will be necessary to explore any Los Rios policies and regulations that may govern the Wellness Center, use of student health fees, and allocation of services. There may also be existing business practices which will influence how partnership agreements are decided, maintained and paid.

Finally, the Wellness Center will replace the current eServices Lab which will require consideration of how to transition the space, communicate its new use, and consider its capacity in terms of future expansion.

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## PROJECT TIMELINE/KEY MILESTONES

Month(s)	PROJECT PHASE	FOCUS/MAJOR TASKS
May-June	Initiation	Project initiation and charter development
July-Aug.	Preparation	Project planning; team scheduling; initial research and discovery; preparation for kickoff
Sept.	Team-Based Work	Project kickoff and assessment of options
Oct.		Development of space design and service offerings
Nov.		Development of onboarding and partnerships plans; draft and refine proposals
Nov.-Dec.	Formal Review	Review and adoption of deliverables through governance processes
Jan.	Closure	Celebrate the project team's work and archive artifacts of the project

### Planned Governance Flow of Deliverables

Meeting Date	Council	Desired Outcome
10/23	Operations Council	<input checked="" type="checkbox"/> Update in preparation for single reading
11/27	Operation Council	<input checked="" type="checkbox"/> 1 <sup>st</sup> Reading - Recommendation to ELT
12/3	Executive Leadership Team	<input checked="" type="checkbox"/> Consider recommendation

**Note: Only one reading per council is proposed due to the time-sensitive nature of this project and the hiatus of council meetings in December/January.**

### 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

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## PROJECT ORGANIZATION, ROLES, AND RESPONSIBILITIES

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

*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 Team BaseCamp	Project Team	Continuous	Regular collaborative interaction with project status
Project Lead	Campus Community	Various Times	Regular updates 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	Parrish Geary	Dean of Admissions & Transition Services
Project Co-Lead	Breanne Holland	Student Support Services Supervisor CalWORKs & Career Center
Members	Bettie Harris	Admin. Assistant I, Admissions
	Pamela Whipple	Nurse
	Michele Arnott	Nurse
	TBD	Academic Faculty, Allied Health
	TBD	Counseling Faculty
	TBD	Business Services, Classified
	Kolleen Ostgaard	Interim Student Services Associate Vice President
	Clint Allison	Counseling Supervisor
	Jan Delapp	Instructional Dean-Allied Health
	TBD	Student
TBD	Student	

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

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